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Report of the Executive Board of the United Nations Children's Fund**

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* E/1990/92.

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SUMMARY

In accordance with Economic and Social Council resolutions 1988/77 and 1989/114 on the revitalization of the work of the Council, the Executive Board of the United Nations Children's Fund (UNICEF) wishes to highlight the recommendations made and decisions adopted at its 1990 regular session.

The Executive Board approved a series of goals and strategies for children as the guiding principle for UNICEF work in the 1990s, and agreed that the focus of UNICEF activities would be on integrated primary health care (PHC); food and nutrition; safe water supply and environmental sanitation; basic education, particularly for girls and women; and children in especially difficult circumstances (decision 1990/2). The Board also requested that a monitoring and evaluation plan be included in all country plans and major projects presented to the Board in the future so as to apply lessons learned from previous evaluations to the particular circumstances of the country or project area (decision 1990/4). The Board endorsed the programme objectives for UNICEF as described in the medium-term plan for the period 1990-1993 (decision 1990/3).

In a decision on creating a more peaceful world for children (decision 1990/13), the Board called upon all States of the international community, as they reduced military expenditures and in the light of such important events as the World Summit for Children, to consider how they could channel part of the resources released to support country actions to reach the goals and objectives for the 1990s as set out by UNICEF.

Regarding the situation of children in Central and Eastern Europe, the Board requested the Executive Director to provide technical support to rethink policies for child survival, development and protection in the context of new situations in that region. The Board also authorized UNICEF to spend up to $1 million per year from the administrative budget during the period 1990-1992, without any diversion of resources from developing countries. The funds will be spent to support data collection, studies, workshops, information and related materials (decision 1990/5). The Board also supported UNICEF co-operation with non-governmental organizations (NGOs) that are seized with problems relating to children and women inside South Africa, in full co-operation with the African National Congress and the Pan Africanist Congress of Azania, and in accordance with relevant United Nations resolutions regarding collaboration with the South African régime (decision 1990/9).

In a decision on Latin America and the Caribbean (decision 1990/10), the Executive Board requested the Executive Director of UNICEF to continue efforts to develop a concrete financing mechanism to be set up in conjunction with the Inter-American Development Bank, as agreed in decision 1989/9.

The Executive Board requested the Executive Director to include in his annual report for the 1991 session of the Board a specific section on UNICEF efforts in the field of family planning, including child spacing, as an integral part of PHC (decision 1990/7). The Board also endorsed the concept of safe motherhood as a means of achieving the goal of halving maternal deaths of 1990 by the year 2000 (decision 1990/16). In addition, the Board recommended that all UNICEF programmes and strategies in the 1990s address explicitly the status and needs of the girl child, with a view to eliminating gender disparities (decision 1990/17).

Concerned that many children in developing countries, as well as a large number in industrialized countries, find themselves in situations of neglect, abandonment and exploitation, the Board urged the Executive Director to ensure the application and development of research to protect and rehabilitate those children in order to update strategies, interventions and programmes (decision 1990/6).

In a decision on the Bamako Initiative (decision 1990/15), the Board urged UNICEF to accelerate, in accordance with local circumstances, the process of making the Initiative the core of health programmes with the necessary allocation of resources, and requested the Executive Director to place special significance on assisting African Governments in national capacity-building. The Board also requested the Executive Director to mobilize further UNICEF field offices to make their full contribution to the efforts of the United Nations system to combat the spread of acquired immunodeficiency syndrome (AIDS) within the framework of national AIDS control programmes (decision 1990/18). The Executive Director was also urged to give due attention to the development and funding of strategies and pilot programmes for the control and prevention of acute respiratory infections, in close co-operation with the World Health Organization (WHO) (decision 1990/20).

The Board called on the Executive Director, again in collaboration with WHO, to convene an expert group to consider more closely the vaccine and related research needs for furthering UNICEF programme objectives (decision 1990/11). In a resolution on a strategy for improved nutrition of children and women in developing countries (decision 1990/19), the Board endorsed a series of nutritional goals for the year 2000, as well as a strategy with the overall objective of empowering families, communities and Governments to improve the nutrition of children and women on the basis of adequate information and sound analysis.

Regarding the upcoming World Summit for Children, the Board decided that it would review - on the basis of information provided by the Summit Planning Committee and the Executive Director - the preparations for the Summit at a special session in early September. The Board also noted with appreciation the early expressions of intent to attend by Heads of State or Government and urged those Governments which had not yet responded to the letter of invitation to do so in a positive manner at the earliest opportunity (decision 1990/12).

The Board also approved a total of $263,367,153 for new allocations for programme co-operation and the replenishment of the Emergency Reserve Fund, to be financed from general resources. The Board further approved new supplementary funding proposals to be financed from specific-purpose contributions in the amount of $663,432,000 (decision 1990/8).

In another decision, on the future role of UNICEF external relations (decision 1990/14), the Executive Board endorsed the preliminary measures proposed to strengthen the linkages between external relations efforts at headquarters, in the field and with National Committees for UNICEF. The Board also requested the Executive Director, beginning in 1992, to make the planning of external relations and advocacy an integral part of the medium-term process specifiying, inter alia, goals, objectives, activities, outputs, staffing and resource requirements and an evaluation plan.

Regarding United Nations operational activities for development, the Board requested the Executive Director to co-operate with the Director-General for Development and International Economic Co-operation in the preparation of a schedule for implementation of General Assembly resolution 44/211 of 22 December 1989. The Executive Director was also requested to make available to the Director-General and the international community UNICEF experience in areas such as decentralization and the programme approach (decision 1990/21). In a resolution on emergency operations (decision 1990/22), the Board requested the Executive Director to include in his 1991 report on that subject a proposal for guidelines on UNICEF involvement and an outline of the administrative framework for co-ordination and co-operation among United Nations agencies, NGOs and other agencies operational in this field.

The Board also adopted the recommendations of the United Nations Educational, Scientific and Cultural Organization (UNESCO)/UNICEF Joint Committee on Education (decision 1990/23).

The Board decided to improve and streamline its procedures regarding its schedule of meetings, the submission of draft proposals, documentation, the holding of an annual organizational session prior to the regular session and biennialization of its work (decision 1990/1).

The Board also approved budget estimates for the World Summit for Children (decision 1990/24); deferred a decision on additional headquarters office space requirements to 1991 session, pending submission of a review by the Executive Director (decision 1990/25); authorized the establishment of a reserve fund for field office accommodation and staff housing (decision 1990/26); approved a basis to revise the associated tables and annexes for the next biennium budget proposal (decision 1990/27); amended the financial regulation on revaluation policy (decision 1990/28); approved the medium-term plan as a framework of financial projections for the period 1990-1993 (decision 1990/29); noted financial and staffing reports (decisions 1990/30 and 1990/31); adopted two decisions related to the Greeting Card Operation (decisions 1990/32 and 1990/33); and authorized the secretariat to use the revised model Basic Co-operation Agreement as the basis for negotiating Agreements with co-operating Governments where no such agreement now exists (decision 1990/34).

I. ORGANIZATION OF THE SESSION

1. The Executive Board of the United Nations Children's Fund (UNICEF) held its 1990 regular session at United Nations Headquarters from 16 to 27 April 1990. Officers of the Executive Board for the period 1 August 1989 to 31 July 1990 were as follows:*

Chairman: Ms. Margarita Dieguez (Mexico);

First Vice-Chairman: Ms. Lisbet Palme (Sweden);

Second Vice-Chairman: H.E. Mr. Stanislaw Trepczynski (Poland);

Third Vice-Chairman: Dr. Suyono Yahya (Indonesia);

Fourth Vice-Chairman: H.E. Mr. Paul Bamela Engo (Cameroon);

Chairman, Programme Committee: Mr. Frank Majoor (Netherlands);

Vice-Chairman, Programme Committee: Dr. Gabriel Vidart (Uruguay);

Chairman, Committee on Administration and Finance: Dr. Hoda Badran (Egypt);

Vice-Chairman, Committee on Administration and Finance: Mr. Takeshi Kagami (Japan).

2. The agenda of the 1990 session, as adopted, is contained in document E/ICEF/1990/1/Rev.1. A list of documents issued in connection with the 1990 session is contained in document E/ICEF/1990/INF/1/Rev.1. The Programme Committee, sitting as a committee of the whole, met from 18 to 27 April 1990 (the report of the Committee is contained in annex I). The Committee on Administration and Finance, also sitting as a committee of the whole, met from 25 to 27 April 1990 (the report of the Committee is contained in annex II).

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* The Executive Board, with its membership as at 1 August 1990, will hold its organizational session to elect officers for the period 1 August 1990 to 31 July 1991 at United Nations Headquarters in June 1990. The report on the organizational session will be contained in document E/ICEF/1990/14.

II. PLENARY MEETINGS

Awards

UNICEF Maurice Pate Award

3. The 1990 UNICEF Maurice Pate Award, established by the Executive Board at its 1966 session to honour significant contributions by an institution in a developing country in advancing the well-being of children and extended in 1988 to also include individuals, was presented to Professor Olikoye Ransome-Kuti, Minister of Health of the Federal Republic of Nigeria. The award, which was voted on by mail poll prior to the Board session, took note of Professor Ransome-Kuti's advocacy of public health services for all of the population; his vision and leadership in the development of a national, community-based primary health care (PHC) system, which serves as a model for other African countries and throughout the world; and his pioneering adaptation of the principles of the Bamako Initiative. His leadership and dedication have contributed greatly to the vast improvement of Nigeria's immunization coverage - from less than 10 per cent before 1985 to 70 per cent by the end of 1989 - and to the country's position of leadership in its commitment to the elimination of guinea worm disease by 1995.

4. Professor Ransome-Kuti worked actively with the World Health Organization (WHO), as well as with UNICEF, and he was a principal participant in the Bellagio meetings which aimed to provide leadership, co-ordination and support for world-wide child survival efforts.

Staff Award

5. The Executive Director announced that a Staff Award for outstanding service to UNICEF would be presented to the entire staff of the Beirut office. Despite the ongoing conflict in Lebanon and under the able leadership of Andre Roberfroid, the Beirut staff have continued to regularly cover almost every corner of the country. Following a cease-fire appeal by the UNICEF Beirut office, a total of 26,000 children were vaccinated during the three vaccination days of 5, 6 and 7 April 1990. Another cease-fire negotiated for May 1990 raises very reasonable expectations that Lebanon will achieve universal child immunization (UCI) before the end of the year.

Indira Gandhi National Award for Peace and Disarmament

6. The delegation of India announced that its Government has conferred on UNICEF the 1989 Indira Gandhi National Award for Peace and Disarmament, which also marks 40 years of collaboration between UNICEF and India.

Programme matters

7. In reflecting on 1989, many delegations characterized the past year as a time of great challenges and unexpected opportunities, and hailed the trend towards reduced ideological polarization and tension. They noted that the number of regional and internal conflicts had also diminished and that these positive developments offered new hope for a peaceful world and should prompt Governments to review their defence expenditures. Some delegations noted, however, that the

prospects for lasting peace were contingent upon the renewed global resolve to address the problem of critical poverty, and expressed the hope that reduced military spending would release much needed resources for human development.

Goals and strategies for children in the 1990s

8. Many delegations voiced their support for the proposed goals and strategies for children in the 1990s (E/ICEF/1990/L.5), as well as for the revised goals as affirmed by the Task Force for Child Survival in March 1990 (E/ICEF/1990/CRP.2), and encouraged UNICEF to promote them within the framework of the proposed international development strategy for the Fourth United Nations Development Decade. As noted by several delegations, since the situation of children is intrinsically linked to developments in the world in which they live, the strategies must be set within the context of historical and political developments, economic constraints and issues related to the environment, development and population. UNICEF efforts to inspire greater interest in social objectives, especially those that form a part of the complex process of eradicating poverty and thereby improving the situation of children, were applauded by several delegations.

9. The issue of achieving an appropriate balance among activities was raised by several delegations. UNICEF was commended for its increased attention to maternal and child health (MCH), nutrition, water supply and sanitation, basic education and children in especially difficult circumstances, as well as to such areas as disparity reduction, community participation, national capacity-building and building an economic base for meeting human goals. Moreover, in re-establishing the balance among the various components, UNICEF was urged to place greater emphasis on family planning, acquired immunodeficiency syndrome (AIDS) and essential drugs. However, one delegation urged UNICEF to continue to focus on traditional sectors of activities, cautioning against the establishment of too many goals and priorities which might weaken efforts and dilute the impact of financial resources.

10. The country programming process was strongly supported as the primary mechanism for the development of feasible country-level goals, objectives and standards. UNICEF was urged to be realistic in its projections since a country's capacity to attain the various goals was linked to such factors as needs, priorities, cost and resources.

11. One delegation stressed that the strategies and programmes must help to establish national plans designed to promote accelerated growth and sustainable development, with a constant interplay between action for child welfare and overall national development. This would serve to reduce the tendency to concentrate on short-term goals and specific activities in order to focus on sustainable, long-term development. Along the same line, another delegation added that all country programmes should include a sustainability analysis. In this way, it was hoped that the focus would progress from reaching targets to sustaining impact.

12. Priorities should not just focus on poor countries, as emphasized by one delegation. They should also seek to protect the most vulnerable groups within those countries in times of economic crisis and restructuring through adjustment policies with a human face. In this connection, UNICEF was also urged to increase efforts to reach larger segments of target populations. The need for major goals to be expressed in terms of quantifiable targets was also stressed. (See chap. IV, decision 1990/2 and annex I, paras. 3-8.)

Medium-term plan for the period 1990-1993

13. The medium-term plan for the period 1990-1993 (E/ICEF/1990/3 and Corr.1) was a substantive revision of the previous plan for 1989-1992. It was prepared in the context of the goals and strategies for children in the 1990s (E/ICEF/1990/L.5 and E/ICEF/1990/CRP.2) and of foreseeable socio-economic trends.

14. Some delegations expressed satisfaction with the greater balance evident among the programme areas, as also noted in paragraph 9 above, and commended UNICEF efforts to refocus its attention on other important areas such as basic education and MCH, including safe motherhood, acute respiratory infections (ARI), the control of diarrhoeal diseases, water and sanitation and nutrition. Particular importance was attached to reducing the infant mortality rate (IMR). UNICEF was urged to focus greater attention on "reaching the unreached", the elimination of gender disparities, community participation, sustainability, national capacity-building, the empowerment of women and children and the environment.

15. As noted by one delegation, the medium-term plan proposed a broadening of the scope of UNICEF activities through the allocation of equal shares of resources to health, education and safe water supply and sanitation. This would mean that by the year 2000, health expenditure would decrease from 40 to 25 per cent, while education expenditure would increase from 7 to 25 per cent. Such a significant change of orientation was queried by several delegations, who stressed that the broader range of programme interventions outlined in the medium-term plan should not diminish the level of support for health programmes, although the achievement of UCI by 1990 should lead to reduced spending on immunization campaigns. One delegation expressed concern about the proposed increase in education expenditure, stating that any activities in this field would require careful planning and co-ordination with local agencies and donors.

16. There was consensus among Board members that UNICEF had the obligation to respond appropriately and as resources permitted, whenever there were children in perilous circumstances, but Africa must remain the continent of greatest priority for UNICEF during the 1990s. (See chap. IV, decision 1990/3 and annex I, paras. 9-13.)

Child survival and development

17. UNICEF was commended for the progress made in the expanded programme on immunization (EPI) and in promoting the use of oral rehydration therapy (ORT) in the treatment of diarrhoeal diseases. Many delegations reported on their countries' efforts and commitment to meet the global target of UCI by 1990, the majority of which had already achieved or were within reach of the target. The Board also heard reports from countries that had reached and sustained this goal in spite of civil conflict and severe economic constraints and were presently building on the UCI experience to galvanize the political will necessary to undertake more ambitious child survival and development (CSD) initiatives.

18. It was noted, however, that although more than two thirds of the children in developing countries had been immunized, there was considerable slippage in some countries in Africa, the Middle East and Asia. This raised questions about sustainability and, according to one delegation, about the need for adjustments in large-scale programmes such as UCI that had mobilized considerable resources, but had apparently reached the limits of cost-effectiveness. As a possible solution,

it was suggested that perhaps UNICEF could assist in the establishment of hospital referral services and a network of small, decentralized health units that would be operated by better trained and motivated health workers. UNICEF was urged to pay greater attention to the wishes of the target groups to ensure their acceptance of and active participation in the various activities.

19. In welcoming the implementation of programmes to ensure CSD, such as EPI and ORT, one delegation pointed to the disappointing progress in the area of water supply and sanitation. Only 60 per cent of the populations in developing countries have access to safe drinking water and only 25 per cent have adequate sanitation facilities. Concerns were also expressed about the alarming percentage of newborns with tetanus when proven and affordable interventions were available. In this connection, UNICEF was encouraged to examine why the immunization coverage of pregnant women with tetanus toxoid was so low. Efforts should also be made to reverse the decline in breast-feeding in developing countries in view of its serious implications for child health, survival and nutrition. It was noted that simple and cost-effective interventions for reducing maternal deaths were available and must be introduced in all countries. In this connection, the safe motherhood initiative was welcomed and UNICEF was encouraged to place increased emphasis on the family planning component.

20. Some delegations expressed concern about the sustainability of these efforts and emphasized the importance of national capacity-building and realistic commitments on the part of recipient Governments. It was felt that CSD should be the primary objective of each country and that international support was effective only as a complement to sound national policies.

UNICEF activities in Africa

21. Many delegations reiterated the established Board policy that the major share of UNICEF resources should be invested in those countries where children were in greatest need, and there was agreement that Africa must continue to be the number one priority for the organization. Recalling the declaration of the Organization of African Unity of 1990 as the Year of the African Child, it was noted that Africa was the only continent where the number of child deaths was rising rather than decreasing owing to the inability of countries to break the cycle of poverty.

22. Mention was made of the many problems afflicting southern Africa - natural disasters, such as droughts and floods, the effects of the system of *apartheid* and the existence of millions of refugees and displaced persons - which exacerbated the already serious situation of children. UNICEF was commended for its result-oriented advocacy on behalf of children in southern Africa, including those living under the system of *apartheid*, and delegations commented favourably on the operational activities that UNICEF and other United Nations agencies were supporting in this region.

23. With regard to the paper before the Board on UNICEF support for children and women in South Africa (E/ICEF/1990/P/L.42), UNICEF was urged to intensify its efforts, but to proceed cautiously and to allow its actions to be guided by the experiences and priorities of the people of southern Africa. The need for UNICEF to co-ordinate its actions with other United Nations agencies was also stressed.

24. Several delegations spoke in favour of the UNICEF proposal to co-operate with selected non-govermental organizations (NGOs) in South Africa to promote awareness

of the situation of black children and women there and to develop appropriate interventions for addressing their needs. One delegation stressed that this co-operation should not lead to dialogue with the apartheid régime. (See chap. IV, decision 1990/9 and annex I, paras. 15-23.)

The Bamako Initiative

25. Several delegations underlined the importance of the Bamako Initiative as a means of revitalizing the health care infrastructure in Africa and establishing sustainable PHC systems. However, the need for vigilance in implementing cost-recovery schemes to ensure that all groups in society had access to health services, irrespective of their economic means, was stressed. One delegation expressed concern about a possible decrease in the utilization of health services and a possible over-prescription of drugs resulting from the introduction of user fees and drug charges.

26. Delegations of the countries implementing the Bamako Initiative spoke of positive experiences in establishing community-level management units and of renewed enthusiasm within communities for MCH care as a result of greater community involvement in managing the health services at the first referral level. One delegation noted that the Initiative, which also served as an efficient means of disseminating knowledge, should be expanded to cover other areas essential to social welfare such as safe motherhood, improved nutrition, drinking water supply, etc. The training of community health workers involved in the Initiative served to strengthen the linkage between MCH and child survival, protection and development programmes. Many of these delegations underscored the importance of international support for their efforts and appealed to donor countries to support Africa's efforts to address urgent health care priorities for children and women.

27. One delegation offered to participate in a substantive evaluation of the Bamako Initiative at an appropriate time in the future. (See chap. IV, decision 1990/15 and annex I, paras. 64-69.)

Women in development

28. Numerous delegations commented favourably on the progress report on achievements in the implementation of the UNICEF policy on women in development (E/ICEF/1990/L.1), expressing their support for increased expenditures in women's programmes, with special priority for mothers and pregnant women. The speakers stressed the pivotal role of women in development as the community organizers, the health care providers and the implementers of CSD programmes.

29. UNICEF was urged to support programmes for the social and economic development of women, with particular attention to both formal and non-formal education and income-generating opportunities. This empowerment of women was especially important in efforts to strengthen national capacities.

30. Several delegations remarked, however, that the integration of women's concerns into UNICEF country programmes still appeared to be ad hoc, fragmented and unstructured, and UNICEF urged to take a broader and more integrated approach to the issue of women in development. In this connection, one delegation requested the results of the recent evaluation of the subregional project for women in the Americas region.

31. Delegations expressed their satisfaction with the priority being given to the girl child, especially with regard to reducing gender disparities and improving educational opportunities. Mention was made of the declaration of 1990 as the Year of the Girl Child by the South Asian Association for Regional Co-operation, which was characterized by increased public awareness of the needs of the girl child through the implementation of programmes to improve her health and raise her nutritional, educational and social status. (See chap. IV, decision 1990/17 and annex I, paras. 76-82.)

Safe motherhood

32. Delegations welcomed the UNICEF policy statement on safe motherhood as contained in document E/ICEF/1990/L.13 and many took special note of the section dealing with child spacing and family planning. Population growth, it was stated, was one of the major causes of poverty and environmental degradation, and the lack of attention to family planning and child spacing issues was having a negative impact on the health and welfare of both mothers and children. Some delegations also stressed the fact that reduced population growth, through the implementation of appropriate family planning services, was a prerequisite for sustainable development and advanced the view that the sensitivity of this issue should not prevent organizations such as UNICEF from addressing the problem. UNICEF was urged to take an unequivocal stand in support of family planning. However, one delegation stated that the well-being of children could best be promoted and assured by genuine efforts for social and economic development, rather than by the imposition of reproductive behaviour that was alien to cultural and religious values. The need to intensify efforts to reverse the decline in breast-feeding and the importance attached to efforts to reduce maternal mortality were also mentioned.

33. Delegations noted with appreciation UNICEF co-operation in this field with the United Nations Development Programme (UNDP), the United Nations Educational, Scientific and Cultural Organization (UNESCO), WHO, the United Nations Population Fund (UNFPA) and the United Nations Development Fund for Women (UNIFEM) and expressed the view that this co-operation should be extended to the Office of the United Nations High Commissioner for Refugees (UNHCR) and the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) in view of the fact that a great majority of refugees were women and children. One delegation suggested that UNICEF should consider the merits of establishing a joint committee with UNFPA, similar to the Joint Committee on Education with UNESCO and the Joint Committee on Health Policy with WHO, that would deal with family planning and birth spacing issues.

34. In its response, the secretariat welcomed the support of delegations for the statement of policy on birth spacing and family planning as set out in the safe motherhood paper, noting that UNICEF was committed to responding to government policy. Many UNICEF activities, it was stated, provided important indirect support for lowering fertility, and UNICEF would continue to work with WHO and UNFPA to strengthen both health services and the knowledge and empowerment that encouraged parents to space the births of their children. (See chap. IV, decisions 1990/7 and 1990/16 and annex I, paras. 70-75.)

Nutrition

35. Several delegations addressed the need to reverse the decline in breast-feeding and to eliminate the disabling effects of micronutrient

deficiencies, particularly those of iodine and vitamin A. One delegation referred to adequate nutrition as a basic human right, while other delegations noted that nutrition deserved the same high priority that had proved so successful in the areas of immunization and ORT. The strengthening of UNICEF assistance to nutrition programmes was encouraged by one delegation because experience had shown that the concentration on health care without an excellent nutrition programme would not reduce IMR.

36. One delegation stated that the proposed nutrition strategy was not entirely convincing and that it might be possible to eliminate the worst aspects of malnutrition by enabling families to play their roles in ensuring the good health and nutritional status of their children. Another delegation encouraged UNICEF to increase the 6 per cent of its resources currently devoted to nutrition. (See chap. IV, decision 1990/19 and annex I, paras. 83-87.)

Education

37. Delegations voiced their concern about the lack of progress in the field of education and, therefore, welcomed the organization's decision to increase resources allocated to education. One delegation requested clarification about the practical implications of such an increase if it meant a reduction in health activities and wondered to what extent UNICEF was equipped to carry out a reorientation in favour of education and how it intended to implement plans in this area. Another delegation commented that basic education, like basic health, should be recognized as an essential economic investment, and protected. The focus, it was felt, should be on basic (primary) and non-formal education, with an added focus on health and nutrition, and the target group should be mothers and girls. Another delegation spoke of the important role of parents as the child's first educator, and stressed the need for UNICEF to bear this in mind as new initiatives in basic education were planned since educating children implied educating parents. Special reference was also made to the importance of educational programmes to encourage men in some societies to assume greater responsibility for the upbringing of children and the maintenance of the household.

38. The majority of delegations commended UNICEF participation in the preparations for and convening of the World Conference on Education for All held in Jomtien, Thailand, from 5 to 9 May 1990 and made strong statements of support for the goals and targets adopted at the World Conference. It brought into focus the importance of female education and early childhood stimulation and highlighted the multi-pronged nature and important impact of education on real and sustainable development. The World Conference also developed a framework of action to meet the basic learning needs of children, youth and adults.

39. The importance of greater co-ordination with UNESCO and other relevant organizations such as the World Bank, UNDP and the International Labour Organisation (ILO) was stressed, and more detailed information on the division of labour among the various organizations was requested. In addition, one delegation advised that full advantage should be taken of non-governmental activities, which functioned as catalysts to comprehensive governmental programmes, and that the role of Governments must be identified and the question of funding answered. It was suggested that the UNESCO/UNICEF Joint Committee on Education, which held its first meeting at UNESCO Headquarters in Paris from 28 to 29 March 1990, should play a constructive role in the follow up to the World Conference. (See chap. IV, decision 1990/23 and annex I, paras. 101-106.)

Acute respiratory infections

40. Delegations welcomed the policy review paper on ARI (E/ICEF/1990/L.7) and endorsed the recommendations contained therein. The importance of the problem was underscored by one delegation which reported that ARI was responsible for 25 to 70 per cent of infant deaths in developing countries. It was necessary to co-ordinate activities in order to implement strategies to combat the diseases. Another delegation emphasized the need to evaluate existing ARI programmes in Bolivia, the Gambia and Thailand at the end of 1991 to serve as a guide for UNICEF support to ARI programmes elsewhere.

41. The secretariat informed that the operational protocols had been finalized with WHO and the treatment regimen had been standardized. In addition, a Senior Adviser on ARI had been appointed and the creation of a Child Survival Unit would provide field offices with the strong support needed in this new area of endeavour. (See chap. IV, decision 1990/20 and annex I, paras. 88-95.)

Acquired immunodeficiency syndrome (AIDS)

42. A number of delegations spoke of the devastating health and social consequences of AIDS for women and children in many parts of the world, but particularly in Africa where it was another obstacle to the further reduction of IMRs. UNICEF was urged to intensify its participation in AIDS prevention and control activities, which should include education and the dissemination of information on the disease itself and precautionary measures that should be taken. The need for special projects to assist children orphaned by AIDS was also noted. Delegations expressed appreciation for the joint efforts of WHO, UNDP and UNICEF in this area.

43. The secretariat responded that the proposal for the creation of an interregional fund to address the impact of AIDS on women and children (E/ICEF/1990/P/L.34) aimed to increase the organization's capacity to expand activities in AIDS prevention education, as well as in programmes to address the socio-economic impact of AIDS on families (see chap. IV, decision 1990/18).

Water and sanitation

44. Many delegations commented favourably on UNICEF activities in the area of water supply and sanitation and endorsed the priority goals for the decade of the 1990s established in this programme area. One delegation noted that the goals of the water decade (1980-1990) achieved a rate of only 60 per cent of populations in developing countries with access to safe drinking water and only 25 per cent with adequate sanitation facilities. Therefore, the provision of adequate sanitation remained a major challenge for UNICEF. Another delegation was gratified to note the positive impact that UNICEF-supported water supply projects were having on the control of guinea worm disease.

Essential drugs

45. Some delegations urged UNICEF to pay more attention to essential drugs programmes. One delegation said that the essential drugs issue was broader than the drug component of the Bamako Initiative and pointed out that while WHO was the lead agency in this area, UNICEF could not afford to ignore this concept in implementing its various health activities.

46. The secretariat assured that UNICEF continued to be closely involved in essential drugs programmes. Being the world's largest purchaser of vaccines, UNICEF was not only involved in the supply of drugs, but also in training programmes to promote the rational use of drugs, the standardization of treatment regimens and the establishment of logistics systems. Because essential drugs comprised a major element in the Bamako Initiative, the issues of pricing and equity were also important concerns.

Children in especially difficult circumstances

47. UNICEF was commended for the preparation of comprehensive plans and strategies concerning children in especially difficult circumstances, although it was stressed that urgent and concerted efforts should be made to identify more effective ways to help those children and to prevent more from falling into such circumstances. Several delegations emphasized the need to address the problems facing poor children and women in urban areas. They stressed that the social costs of negligence in this area were already very visible in all parts of the world, as evidenced by the increasing violence and anti-social behaviour in cities. Delegations referred to the growing incidence of child labour, children in prison, abuse and exploitation of abandoned and street children - many of whom were addicted to drugs and were infected with the human immunodeficiency virus (HIV) - and to the environmental degradation that accounted for many child deaths each year.

48. Children in situations of armed conflict were singled out by some delegations as in need of special attention, and one delegation appealed to UNICEF to increase resources allocated for the benefit of such children (see chap. IV, decision 1990/6).

Emergency operations

49. Delegations commended the Executive Director for his leadership in phase I of Operation Lifeline Sudan and said that UNICEF should continue to play an important part in phase II, although the Executive Director had relinquished his role as the Secretary-General's personal representative for the operation. The decisive action taken by UNICEF in Lebanon and Mozambique was also welcomed.

50. One delegation urged UNICEF to pay greater attention to strengthening its management and operational capacity for coping with emergency situations, while another delegation welcomed developments in emergency preparedness and prevention. The need to tackle the root causes of these problems, both in global and local terms, was underlined. Delegations also stressed the importance of inter-agency co-operation in emergency operations to ensure that the resources invested were used efficiently and effectively. (See chap. IV, decision 1990/22 and annex I, paras. 110-113.)

Adjustment and debt relief

51. Many delegations referred to the difficult economic circumstances and the crippling debt burden that were making it virtually impossible for many countries to maintain the level of resources needed for social programmes, particularly those benefiting children. In this context, UNICEF had played an important role by drawing attention to the social costs of structural adjustment and had contributed to the formulation of policies geared to the need for adjustment with a human face.

52. Delegations urged UNICEF to maintain its activities aimed at promoting development with a human face, and UNICEF was commended for its innovative and constructive initiatives on debt relief for child survival, particularly the debt-swap trust fund that has been established in partnership with the Inter-American Development Bank. This, however, raised several issues such as that debt swaps alone could not solve economic crises and that this must not lead debtor nations to neglect to give due priority to sectors and programmes affecting children. One observation, noted by one delegation and shared by UNICEF, was that any contribution to funds for debt relief should be additional to ordinary contributions.

53. UNICEF was urged to be cautious in undertaking these initiatives since it should not seek to develop activities that fell more appropriately within the mandate of other international agencies. It was also suggested that UNICEF should continue the dialogue with the partners concerned, particularly with a view to reducing the debt and transforming it into resources for the benefit of the most vulnerable sectors of the population, foremost among them the children.

54. In this connection, the Special Adjustment Facility for Latin America and the Caribbean (SAFLAC) drew support from many delegations. Those delegations whose countries had benefited from SAFLAC underlined the facility's importance to countries of the region with low general resources ceilings and under severe economic strain linked to adjustment. One delegation stressed the need to revise the current development indicators in order to reflect the socio-economic realities in the countries concerned.

Evaluation

55. Many delegations stressed the importance of evaluation, noting that it should be an essential aspect of each initiative and project and that it was a prerequisite for programme sustainability. Several delegations said that they were pleased with the increasing number and improved quality of the evaluations currently being carried out, and they noted with satisfaction efforts by the secretariat to enhance the evaluation skills of UNICEF staff. It was suggested that all proposals being submitted for Board approval should indicate how previous evaluation studies were used in the preparation of new country programme recommendations (see chap. IV, decision 1990/4).

Central and Eastern Europe

56. The rapidly evolving situation in Central and Eastern Europe, as well as its negative impact on children, was vividly portrayed by several delegations, and the Executive Board was requested to clarify its thinking with regard to its response, through UNICEF, to the changing needs there. Delegations who spoke on the subject agreed that UNICEF could not ignore the special needs of children anywhere when events led to a rapid deterioration in their situation. It was also noted that although there was no justification for restructuring global assistance programmes in favour of Central and Eastern Europe because of its delicate geo-strategic position, it was in the best interests of the rest of the world to provide assistance to the region.

57. As the international community had only limited resources, it was understandable that developing countries were concerned about the possible deflection of resources or attention from their serious situation. However,

delegations assured that this necessary intervention in a more developed region would not involve a reduction of activities for children in the third world, particularly Africa, nor would it have an adverse impact on the level of UNICEF resources available. Moreover, it was possible to assist Central and Eastern Europe in different ways. The special assistance should go basically to those areas where the experience of other countries might be important and, in exceptional cases, towards meeting certain child health needs on a temporary basis. One delegation suggested that assistance might also be needed to restructure National Committees for UNICEF so that they would be able to contribute to the effort. It was also suggested that the Geneva Office might need to be strengthened and that National Committees and NGOs based in Europe should assume responsibility for advocacy, social mobilization and fund-raising.

58. Delegations differed on whether the limited resources that the secretariat was proposing for co-operation with Central and Eastern European countries should come from general resources cash reserves or from supplementary contributions. One delegation said that this dilemma was difficult to resolve since the secretariat's proposal in document E/ICEF/1990/CRP.4 did not give a clear indication of how the funds were to be spent. (See chap. IV, decision 1990/5 and annex I, para. 46.)

UNICEF and the operational activities of the United Nations system

59. In acknowledging that the interdependence of problems affecting children required increased co-ordination and interaction between UNICEF and other development agencies, one delegation recalled the need for UNICEF to co-operate fully with the Director-General for Development and International Economic Co-operation in the implementation of General Assembly resolution 44/211 on the comprehensive triennial policy review of operational activities for development of the United Nations system. This would lead to close co-operation among the field representatives of United Nations agencies at the country level and better co-ordinated and integrated development assistance programming. The development of goals in different international forums without a clear understanding of the commitments such decisions would entail was deplored by one delegation, which also commented that the United Nations system lacked identifiable goals and strategies capable of mobilizing international support in its work in the field.

60. Achieving a balance between UNICEF activities and those of other development agencies in the field at both operational and policy-making levels was considered a prerequisite for programme sustainability. Therefore, the strengthening of cohesion among the various assistance programmes of the United Nations system was vital, and UNICEF was encouraged to play its full role in co-ordination efforts within the system. In this connection, UNICEF participation in the Joint Consultative Group on Policy was welcomed.

61. One delegation suggested that some thought should be given to the creation of a country-level framework for co-operation, while another delegation emphasized that the strengthening of the resident co-ordinator system, the improvement of programming processes, or the harmonization of programme cycles using the planning cycle of the Government as a reference point, were in keeping with the policies or aspirations of UNICEF. In responding to the resolution, UNICEF could report on such policies as effective field links, better programming processes, more extensive use of national execution, or the simplification of procedures. There was agreement, however, that the unique strengths of UNICEF derived from its

relative independence within the United Nations system and any loss of this independence would be damaging.

62. Because of its extensive experience with a flexible programme approach in development activities, one delegation encouraged UNICEF to "share its experience" with UNDP and specialized agencies on the subjects of decentralization, national project execution and technical co-operation. Another delegation pointed out that because the UNICEF Executive Board meets in April, it was the first governing body to begin working on General Assembly resolutions, and its decisions set the standards by which other bodies examined their obligations on joint United Nations action. The Board was reminded that a three-year plan was to be prepared on the implementation of resolution 44/211, and it was suggested that the Board should solicit volunteers, led perhaps by a member of the Bureau, to draft a report on Executive Board policies for improving the effectiveness of the United Nations system operational activities for development. (See chap. IV, decision 1990/21 and annex I, paras. 96-100.)

Inter-agency co-operation

63. Appreciation was expressed for UNICEF efforts to co-operate closely with other agencies of the United Nations such as UNDP, UNESCO, WHO, UNFPA and UNIFEM to avoid overlapping activities and to complement activities. Two delegations underlined the need for closer collaboration with UNHCR and UNRWA. One delegation cited Interpol (which had recently emphasized action to combat crimes whose victims were minors) and ILO as important partners for UNICEF in its association with organizations working for the protection and rehabilitation of child victims of abuse and exploitation.

International Child Development Centre

64. Several delegations expressed satisfaction with the activities of the International Child Development Centre in Florence, Italy. The Centre's work on the situation of children in industralized countries and its major focus on national capacity-building were singled out as particularly relevant to the work of UNICEF.

65. One delegation stressed the importance of collaboration with other child-focused institutions, such as the International Children's Centre in Paris, since there were important bodies of research and expertise that could be made available to UNICEF through these agencies (see annex I, paras. 107-109).

External relations

Future role of UNICEF external relations

66. The broad area of external relations drew considerable comment from delegations. The evaluation and analysis of policies and functions of UNICEF external relations and the 1990 policy review on the future role of UNICEF external relations (E/ICEF/1990/L.4) were referred to extensively during the general debate, but delegations reserved their detailed comments for the discussion in the Programme Committee (see annex I, paras. 54-63).

67. Although the full external relations evaluation report was not included in the documents formally submitted to the Board, many delegations expressed satisfaction with its scope and findings, and the secretariat was encouraged to use it as a basis for planning future activities. However, several delegations expressed their disappointment in what they considered to be an overly general response to an excellent external relations study.

68. It was acknowledged that UNICEF external relations activities were a valuable mechanism for information, education and fund-raising. However, such activities accounted for 20 per cent of total resources, highlighting the need to establish priorities so as to ensure that external relations activities were integrated with and supported programmes and programme delivery. In this connection, one delegation stressed that all public relations activities must remain subordinate to programme delivery in the field, explaining that successful programmes would contribute more to the image of UNICEF and its public support than any public relations exercise.

69. One delegation hoped that the recommendations contained in the analysis would enhance co-ordination among UNICEF, National Committees and NGOs, on the one hand, and between UNICEF headquarters and field offices, on the other, and that the comments of field offices would be taken into account. In general, delegations looked forward to actions based on the evaluation that would clarify this complicated policy issue, improve the organizational structure and provide greater accountability to the Executive Board (see chap. IV, decision 1990/14).

World Summit for Children

70. Virtually all delegations expressed strong support for the World Summit for Children, although one delegation expressed the view that it would have been better to discuss the issue at the 1989 regular session of the Board rather than hastily and tardily last December as it did not seem to be the most rational use of scarce resources. The overwhelming view was that the Summit would provide the opportunity to secure the commitment of the highest political leaders to ensuring that the goals and strategies for child survival, protection and development could be translated into positive action. It would also provide an opportunity for the world leaders to consider important issues concerning the sustainability of various programmes even after the achievement of initial targets and goals.

71. Some of the topics that delegations listed as important for inclusion on the Summit agenda included the environment; children and violence, including armed conflict; children under *apartheid*; the implementation of the World Declaration on Education for All and the Framework for Action; the impact of debt and adjustment on children; the situation of women and girls; family planning; drug abuse; and children and AIDS. It was also hoped that the Summit would accelerate the process of ratification and implementation of the Convention on the Rights of the Child. One delegation stressed that the Summit should address itself to issues on which the endorsement of Heads of State or Government could make a measurable difference.

72. It was pointed out that the Summit would serve to increase the awareness of people and mobilize national resources to meet goals and strategies for the welfare of children, as well as to stimulate the new initiatives throughout the world to ensure the survival, protection and development of children as key elements in the socio-economic development of developing countries. According to several delegations, priority consideration should be given to the needs and vulnerability

of least developed countries (LDCs), with a focus on specific programmes for mothers and children.

73. While some delegations announced the intention of their Heads of State or Government to attend the Summit meeting, other delegations said that they were unable to do so as yet because of the slow progress of preparations and because many substantive issues relating to the major topics, format and planned outcomes remained unclear. Therefore, they wanted to see outstanding issues settled quickly so as not to jeopardize the goals of the Summit and to be able to provide their Governments with the information they need to decide on their participation.

74. One delegation emphasized the importance of drafting a final declaration that was brief, strong and eloquent, but clear enough to be understood by children. Delegations agreed that the Summit was a unique opportunity to outline the precise and concrete steps that Governments and the international community would take to restore hope to the millions of disinherited children around the world. (See chap. IV, decisions 1990/13 and 1990/14 and annex I, paras. 47-53.)

Convention on the Rights of the Child

75. Virtually all delegations expressed satisfaction with the adoption of the Convention, and some 20 delegations said that the process of ratification had already begun in their countries. Three States had already ratified the Convention at the time of the Board session, and a fourth used the occasion to announce its accession to the Convention.

76. Many delegations underscored the importance they attached to the Convention as a framework for national action to improve the situation of children and to protect the rights of children. One delegation referred to the Convention as "a vision, a commitment and a tool for progress".

77. Many delegations referred to the World Summit for Children as a strategic opportunity for bringing the Convention into force. One delegation said that the ideas contained in the Convention had been developed over a long period of careful drafting and could enrich the debates of the World Summit for Children.

National Committees for UNICEF

78. Many delegations spoke of the important contributions made by National Committees in the areas of fund-raising and advocacy. It was noted that National Committees had contributed a total of $138 million to UNICEF in the past year and had made UNICEF a household name in the major donor countries as a result of effective mobilization and public information activities. One delegation said that the Executive Board and the secretariat should listen attentively to the National Committees since they were the UNICEF contact with the public in the major donor countries, had considerable influence with national policy makers and were in touch with many of the most influential intellectuals and professionals on issues relating to children.

79. Some delegations noted with appreciation the solidarity among National Committees that resulted from recent events affecting children in some countries of Central and Eastern Europe.

Non-governmental organizations

80. Several delegations underscored the important role that NGOs play in development programmes benefiting children, and UNICEF was encouraged to maintain its effective partnership with them. It was noted that the achievements in the area of CSD were due in large measure to the strong alliances that have developed between Governments, UNICEF and NGOs.

81. The substantive contribution of NGOs to the text of the Convention on the Rights of the Child and their role in mobilizing the political will that led to its adoption were lauded by many delegations. UNICEF was encouraged to continue to work closely with NGOs in promoting early ratification of the Convention.

82. The important contributions of NGOs to the preparations for and the deliberations of the World Conference on Education for All were also noted by several delegations. The Board heard a report on NGO plans for capitalizing on the opportunity offered by the World Summit for Children to urge Governments and development agencies to implement the plan of action adopted by the World Conference on Education.

Administrative and financial matters

Staffing

83. Many delegations commended the UNICEF staff on their hard work and unrelenting commitment to the goals of the organization. It was noted that many staff members worked in difficult if not dangerous circumstances, often separated from their families for extended periods. The Executive Director was asked to convey the Board's appreciation to UNICEF personnel.

84. Some delegations alluded to the importance of balance between staffing in the field and at headquarters, particularly as this affects the relative percentage of field to headquarters staff promotions. Concern was also expressed about the number of special purpose funds managed by headquarters, since this affects staffing levels and the availability of funds at the country level. One delegation noted with regret that there was still no staff member from Eastern or Central Europe assigned to the Geneva Office of UNICEF.

Funding

85. In view of the steady increase in resource levels, one delegation commended the Executive Director for his fund-raising efforts. However, several delegations noted with concern the constant increase in UNICEF activities funded through supplementary funding and reiterated the view that UNICEF activities should be financed primarily from general resources. It was felt that this would ensure neutrality and flexibility, and Board members were urged to contribute generously to general resources in order to strengthen the financial base of the organization.

86. One delegation was of the opinion that the Executive Board was best qualified to see that the basic principles underlying UNICEF action were respected and that the best use was made of the funds. Therefore, it was suggested that the Board should take a closer look at the UNICEF funding policy.

Management

87. The importance of sound management in UNICEF was underscored by many delegations. One delegation pointed out that net resources available for development could decline in the months ahead and that agencies that were the most efficient and effective would have the edge in competing for the modest levels of development resources. Therefore, UNICEF was urged to apply the most rigorous standards to all aspects of its operations and not to grow complacent because of its fund-raising success.

Procurement

88. Several delegations mentioned the important role that the UNICEF procurement policy could play in encouraging industry and capacity-building in developing countries and stressed that this should be seen as an essential element of the national capacity-building referred to in the medium-term plan. Another delegation suggested that UNICEF should consider a change in procurement policies, giving preference to local industry without compromising product quality and was informed that UNICEF already followed that principle.

III. OTHER MATTERS

Documentation

89. Several delegations commended the secretariat on the good quality of the documentation, which provided precise facts, competent assessments and a clear overview of the situation of children, as well as of the multifaceted activities of the organization. The documentation also illustrated the dimension and complexity of UNICEF tasks and the challenges facing the organization. Two delegations expressed appreciation to the secretariat for the more rapid translation of the documents submitted during the session. However, they regretted that the documents received before the session arrived too late for consultations with the relevant ministries.

Future work and procedures of the Executive Board

90. The Chairman of the Executive Board presented the draft recommendation on the future work and procedures of the Executive Board (E/ICEF/1990/CRP.28). One delegation commented extensively on this subject. Although the documents presented to the session were generally of high quality, there was considerable overlapping and the total number of pages of documentation had exceeded 2,000. Therefore, continued efforts should be made to reduce the number and length of documents. On the other hand, the delegation noted that Board members had presented a large number of requests for additional information and documentation and that it was in the best interest of both the Board and the secretariat to find ways to rationalize the situation, perhaps by combining documents when possible. It was also proposed that many of the requests should be addressed in the report of the Executive Director. It was suggested that documentation for the 1991 Board session should not exceed 1,000 pages and that efforts towards biennialization of Board discussions should continue.

91. The same delegation reiterated that the six-week limit for presentation of documents to the Board must be followed. Far too many documents arrived too late, which make it impossible for Board members to relate properly to the subject-matter.

92. The announcement of deadlines for the submission of draft proposals was an improvement. However, the basis for decision-making in Board documents - particularly the draft recommendations - could be improved. On the other hand, it was felt that Board members should also consider carefully the need for draft resolutions so as to limit the number as much as possible.

93. Although parallel meetings were necessary occasionally, one delegation expressed the view that the number should be kept to an absolute minimum and care must be taken to inform Board members about the agenda for each day. Regarding the allotment of time, Programme Committee has repeatedly had very little time for deliberations, and the view was expressed that although 1991 was a budget year, care should be taken not to allocate too much time to the Committee on Administration and Finance. In addition, continued efforts were needed to find a better way of dealing with country programmes. Board members were also requested to adhere to the 10-minute limit for their general debate statements.

94. In conclusion, the delegation noted that it might be useful to consider clarifying the role and tasks of the Bureau. However, the Bureau should be responsible for considering the procedures of the Board, thereby eliminating the need for the establishment of another working group. One improvement already decided would be the new organizational session at the beginning of 1991.

95. The above-mentioned comments were endorsed by one delegation, although it was felt that more work was needed. The establishment of a formal working group was considered unnecessary, but the delegation suggested that, in accordance with decision 1989/3 (E/ICEF/1989/12), the Bureau should continue to update the Rules of Procedure and to examine matters related to the organization of work of the Board, with a view to presenting its recommendations to the 1991 session. (See chap. IV, decision 1990/1.)

96. One delegation noted that the UNICEF Executive Board crammed more work into a two-week session than any other governing body, and said the Board's decision-making capability was often hampered by time constraints. It was pointed out that for the Board to maintain its two-week time-frame and avoid parallel meetings, further changes in procedures would be needed.

97. Two delegations suggested that the general debate could be scheduled on years that alternate with budget submissions, while another delegation proposed that in budget years, the Committee on Administration and Finance could hold a special session in advance of the Board's regular session. It was also suggested that the Bureau should play a greater role in setting the agenda for Board meetings.

98. One delegation underscored the need to avoid scheduling Board sessions in conflict with other major United Nations meetings, such as the Special Session of the General Assembly on International Economic Co-operation, which coincided with the 1990 Executive Board.

Rules of Procedure

99. Several delegations spoke of the need to continue reviewing the procedures that were established when UNICEF was a less complex organization and handled a small programme. The Bureau and the Working Group on the Future Work and Procedures of the Board were thanked for their ongoing efforts to update the Rules of Procedure and the working methods of the Board. Some delegations shared the view that the Board had developed "bad habits", such as requesting excessive documentation and accepting late papers, even if they contained proposals with policy implications.

100. There was broad support for the proposals contained in the document E/ICEF/1990/L.15 and Corr.1 on the future work and procedures of the Executive Board, although some delegations believed the sections dealing with the submission of draft proposals would need to be amended, since some delegations preferred all draft proposals to be submitted to open-ended drafting groups.

Preparations for future sessions and review of documentation

101. The Executive Board requested a report, at the earliest opportunity, on the findings and recommendations of the expert group convened in collaboration with WHO and other groups to consider vaccine and related research needs (see chap. IV, decision 1990/10).

102. The Executive Board requested that the following should be prepared as separate documents for the 1991 regular session:

(a) Review and analysis of UNICEF New York headquarters office requirements (see annex II, paras. 13-18 and chap. IV, decision 1990/25);

(b) Revised Model Basic Co-operation Agreement (see annex II, paras. 65-66 and chap. IV, decision 1990/34);

(c) Complete role and specific functions of the external relations units mentioned in the evaluation study (see annex I, paras. 54-63 and chap. IV, decision 1990/14);

(d) Convention on the Rights of the Child (from 1989 decision 1989/10);

(e) UNICEF contribution to operational activities of the United Nations system (see annex I, paras. 96-100 and chap. IV, decision 1990/21);

(f) Report on the UNICEF/UNESCO assessment of further opportunities for co-operation in basic education at national, regional and international levels (see annex I, paras. 101-106 and chap. IV, decision 1990/23);

(g) Report on the impact of global funds, including precise criteria governing the creation of new interregional funds (see annex I, paras. 110-113 and chap. IV, decision 1990/22).

103. The Executive Board also requested the following for the 1992 Executive Board session:

(a) Structure of UNICEF co-operation with WHO and others in the control and prevention of ARI (see annex I, paras. 88-95 and chap. IV, decision 1990/20);

(b) Evaluation of sustainability of CSD activities, results achieved and long-term impact and implications for national capacity-building (see chap. IV, decision 1990/4);

(c) Criteria for emergency support and complementarity and collaboration with other agencies (see annex I, paras. 110-113 and chap. IV, decision 1990/22).

104. The Executive Board also requested the following to be submitted every two years, beginning with the 1992 Board session:

(a) Progress achieved on the situation of the girl child (see chap. IV, decision 1990/17);

(b) Overall progress and results achieved in evaluation since 1984 in the implementation of the recommendations contained in the overview report (document E/ICEF/1984/L.3) (see chap. IV, decision 1990/4).

105. In addition to the basic Board documentation, the Executive Board has made standing requests for documents covering (a) the composition of international Professional core and project staff; (b) women in development; (c) emergency operations; (d) the use of the Emergency Reserve Fund; (e) the use of global funds, including the interregional fund for programme preparation, promotion and

evaluation (every two years beginning in 1992); (f) the International Child Development Centre (every two years beginning in 1992); (g) the Bamako Initiative, including a report on the full implementation of the decision on the Bamako Initiative; (h) the report of the UNICEF/WHO Joint Committee on Health Policy (in odd-numbered years); and (i) the report of the UNESCO/UNICEF Joint Committee on Education Policy (in even-numbered years).

Other business

106. With regard to decision 1990/1, the secretariat informed Board members of the estimated cost of holding a two-day organizational session of the Board that will replace the informal pre-Board meeting. It was understood that the meeting would be scheduled in consultation with the Department of Conference Services to ensure that it was serviced from within permanent resources and that the addition of the session to the United Nations calendar of conferences and meetings would not give rise to additional costs.

107. The following schedule of meetings was proposed and adopted: (a) the organizational session to elect the Bureau of the next Board would be held on 7 June 1990; 1/ the special session of the Board on the World Summit for Children on 6 and 7 September 1990; the organizational session of the next Board on 28 and 29 January 1991; 2/ and the next regular session of the Board from 22 April to 3 May 1991. It was also suggested that the Bureau should decide when it would meet in June 1990 to review the requests for documents.

Tributes

108. Executive Board members observed a moment of silence in tribute to the memory of two staff members of the UNICEF Beirut office who lost their lives working to ensure the protection of children.

109. The Executive Director acknowledged the contributions of UNICEF staff members who had retired during 1989 and who planned to retire in 1990, as well as of one staff member who had passed away during the past year.

110. Tribute was also paid to the memory of Mr. Robert Nestdale, the National Director of the Australian National Committee, who died in December 1989. He personified the spirit and commitment of the National Committees.

1/ This date was subsequently changed to 25 June 1990 and this session will be known as the First organizational session.

2/ These dates were subsequently changed to 4-5 February 1991 and this session will be known as the Second organizational session.

IV. DECISIONS ADOPTED BY THE EXECUTIVE BOARD AT ITS 1990 REGULAR SESSION

1990/1. Executive Board procedures, documentation and decision-making process

On the recommendation of the Chairman of the Executive Board,

The Executive Board,

Recalling its decision 1989/3 by which it resolved that the Executive Board Bureau should continue to update the rules of procedure and to examine matters related to the organization of work of the Executive Board,

Bearing in mind views expressed by Member States during consultations held by the Bureau, in the context of an open-ended working group,

Further recalling its previous decisions, in particular 1989/1, on the future work and procedures of the Executive Board,

Decides further to improve and streamline its procedures as follows:

1. Schedule of meetings

Mindful that the regular sessions of the Executive Board should not exceed two weeks, i.e. normally 10 working days, while the total number of meetings of the plenary and the two Committees, including drafting sessions, may exceed the 20 morning and afternoon sessions that can be accommodated within this time-frame, the following guidelines should apply for parallel sessions and/or night sessions:

(a) Plenary sessions of the Executive Board should not be scheduled in parallel with either the Programme Committee or the Committee on Administration and Finance;

(b) While parallel meetings of the Programme Committee and the Committee on Administration and Finance should be avoided as far as possible, the Committees can, however, meet in parallel if this is indispensable in order to ensure the efficient dispatch of business;

(c) A sufficient number of drafting sessions should be accommodated to allow for full discussion of all draft proposals that do not enjoy consensus and, at the same time and to the extent possible, to avoid night meetings, drafting sessions should be scheduled, as appropriate, in parallel with meetings of the Committees;

(d) The Bureau should, at the beginning of each regular session of the Executive Board, propose a schedule for drafting sessions;

(e) In order to ensure that draft decisions are available in all working languages in time for adoption by the relevant Committee and/or by the plenary, drafting sessions should not be scheduled on the penultimate evening of the Board.

2. Submission of draft proposals*

(a) The Chairman of the Board and/or the Chairmen of the Committees shall announce deadlines for submission of draft proposals to ensure sufficient time for translation and negotiations, bearing in mind the 24-hour rule stipulated in paragraph 2 (d) of decision 1989/1;

(b) The deadlines for submission of draft proposals under each agenda item should be announced during the two first days of each regular session of the Executive Board in order to enable delegations to prepare draft proposals in a timely manner;

(c) To the extent possible, deadlines for draft proposals should be set in connection with the discussion of the relevant agenda item and not later than two days before the end of the session;

(d) The Chairman of the Board and/or the Chairmen of the Committees will send proposals that do not enjoy consensus and, therefore, require more thorough examination, to open-ended drafting sessions.

3. Documentation

(a) In accordance with Economic and Social Council resolution 1988/77 of 29 July 1988, the secretariat shall preface every document submitted to the Board with an executive summary in which the conclusions and recommendations, if any, are summarized;

(b) Wherever possible, reports on specific subjects called for by Board members will be incorporated in the Executive Director's annual report;

(c) Where a document that is being submitted to the Board includes new proposals, activities or major revisions, and has budgetary implications beyond what is already approved in the administrative budget or programme budgets, these shall be presented, within the document or draft resolutions relating to the said proposal, to the Board session during which the document is to be considered, with an identification and recommendation of the appropriate budget to be charged (administrative budget, global programme budgets, etc.). The budgetary implications must include an indication of staff size, staff costs and operating expenses and shall be in the format of the UNICEF administrative or programme budget as appropriate. For projects or activities with longer-term budgetary implications that relate to future budget periods, these indications will be provided at the Board session at which the relevant document is being considered and appropriate action will be taken by the Board during the biennium budget process or when other programme budgets are approved;

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* This section is adopted with the understanding that the 1990 Executive Board report will record the wish of some delegations that in future the Executive Board should re-examine its procedures on the submission of draft proposals.

(d) The secretariat shall provide the Board, on an annual basis, with regional progress reports of no longer than six pages, in which the major new trends and developments of the past year in the region are reported and analysed;

(e) In preparing country programme recommendations, the secretariat shall cluster, as appropriate, stand-alone proposals for supplementary funding according to regions or the main themes of these proposals.

4. Organizational session

(a) The Executive Board will meet every year in January for an organizational session of up to two days that will replace the informal pre-Board meeting;

(b) During this organizational session, the Executive Board will decide on the draft agenda and on the organization of work, and examine the status of documentation for the regular session of the Executive Board, as well as address other organizational or procedural matters as it deems fit.

5. Biennialization

(a) The Executive Board will, as appropriate, further pursue the biennialization of its work programme in order to rationalize its proceedings and to enable it to deal with issues in a more in-depth manner;

(b) To that end, the Executive Board decides, as a first step, to consider the following agenda items (as well as the relevant documentation) on a biennial basis: the medium-term plan, except for the financial plan and the related recommendation; the use of global funds; and the International Child Development Centre. The report on the International Child Development Centre will be biennial from 1991 (i.e., the subsequent agenda discussion will be in 1993). The other subjects listed above will, after 1990, be dealt with in 1992.

1990/2. Strategies for children

On the recommendation of the Programme Committee,

The Executive Board,

Having considered the valuable report "Development goals and strategies for children: priorities for UNICEF action in the 1990s" (E/ICEF/1990/L.5) and document E/ICEF/1990/CRP.2,

Recalling Executive Board decision 1989/5 on "Strategy for children in the 1990s",

Concerned by the extent and the gravity of the unmet needs of large numbers of children in most societies,

Aware that the situation of the children today shapes the world of tomorrow, Convinced that the political will to improve the situation of the child is essential to any effort in this sense,

Recalling that the development of strategies, the setting of priorities and the implementation of the necessary actions are important means for the sustainable improvement of the situation of children,

Recalling furthermore the role of UNICEF, in collaboration with Governments, other concerned international agencies and non-governmental organizations (NGOs), to identify unmet needs of children and to support countries in planning and implementing appropriate action, as well as to promote awareness of these unmet needs and of available solutions,

1. Urges all States, as well as international and non-governmental agencies, to take into account the following aspects in the formulation and implementation of strategies for children:

(a) The purpose of development is the well-being of all human beings through the fulfilment of basic human needs and the building of human capacities;

(b) The strategies for children should be situated within general development strategies and should take into account, inter alia, national capacity-building, poverty alleviation, people's, in particular women's, empowerment and participation in planning and implementation, sustainability and environmental soundness, and co-ordinated and intersectoral policies, recognizing the necessity for adequate resources to achieve these objectives;

2. Approves, in this perspective, the goals and strategies for children and development contained in documents E/ICEF/1990/L.5 and E/ICEF/1990/CRP.2 as the guiding principles for UNICEF work in the 1990s, while stressing the importance of maximizing the long-term development impact:

(a) The focus of UNICEF activities will, therefore, be on:

(i) Integrated primary health care, with special emphasis on child and maternal health, including safe motherhood and family planning;

(ii) Food and nutrition;

(iii) Safe water supply and environmental sanitation;

(iv) Basic education, with special emphasis on girls and women;

(v) Children in especially difficult circumstances;

(b) The principles mentioned above will guide the formulation of the UNICEF medium-term plan and the biennial budget and the setting of the specific programme priorities, which will be submitted to the Executive Board through the normal process, together with the country programme recommendations, the proposals for commitments of financial resources and other proposals;

(c) The country programming process must have primacy;

(d) Goals and targets may be valuable aiming-posts and bench-marks;

3. Calls upon States, individually and collectively, to set goals and to develop and implement national, regional and international strategies for children;

4. Further calls upon States to support the goals and strategies as contained in documents E/ICEF/1990/L.5 and E/ICEF/1990/CRP.2 as part of the broader international development strategy for the Fourth United Nations Development Decade;

5. Requests all States, international development agencies and NGOs to help mobilize the necessary financial resources and political support to help achieve the major goals and strategies contained in documents E/ICEF/1990/L.5 and E/ICEF/1990/CRP.2, which may imply the restructuring of the allocation of resources and of the use of available means.

1990/3. Programme objectives of the medium-term plan for the period 1990-1993

On the recommendation of the Programme Committee,

The Executive Board

Endorses the programme objectives for the organization as described in the medium-term plan for the period 1990-1993. [3]

1990/4. Evaluation

On the recommendation of the Programme Committee,

The Executive Board,

Noting the importance of evaluation as a management tool in improving programme effectiveness and the necessity of the Executive Board having full information on evaluation to properly conduct its oversight role,

Recalling the endorsement of the 1984 Executive Board of four recommendations contained in the overview report of evaluation activities in UNICEF, [3]

1. Requests the Executive Director to assess and prepare a report on the overall progress and results achieved since 1984 in the implementation of the recommendations contained in the overview report [4] for presentation at the 1992 session of the Executive Board;

2. Further requests the Executive Director to include in the above-mentioned report an analysis of: (a) the key lessons learned contained in evaluation reports completed during the previous two years, and the way and extent to which evaluation results and recommendations are being utilized in the field and at headquarters;

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[3] E/ICEF/1990/3 and Corr.1.

[4] E/ICEF/1984/L.3.

and (b) the measures adopted for improvement of the evaluation function within UNICEF, estimated annual costs for evaluation and the detailed corporate-wide evaluation plan for the coming year, complete with information on timing, cost, evaluation type and evaluation focus;

3. Further requests the Executive Director to concentrate the various evaluations, along with their other specific topics, on (a) the sustainability of the activities and of the results achieved; and (b) the long-term impact both on the situation of the population and on national capacity-building; and to report to the Executive Board every second year starting in 1992 on progress made in this area;

4. Further requests that a monitoring and evaluation plan and structure be elaborated and included in all country plans and major projects presented to the Executive Board in the future. Such plans should also be prepared, where possible, for emergency operations and supplementary-funded projects. Such evaluation plans and structures would draw on and report the lessons learned from previous evaluations and apply them to the particular circumstances of the country or project area. The evaluation plan and structure should include information on objectives and timetable, and outline roles and responsibilities for data collection, training of host country officials, evaluation reporting and follow-up of corrective actions, if found necessary.

1990/5. Central and Eastern Europe

On the recommendation of the Programme Committee,

The Executive Board,

Recognizing UNICEF global concern for children,

Noting the particular pressures on children at this time in countries of Central and Eastern Europe and the particular needs of children as set out in the information note on children in Eastern Europe (E/ICEF/1990/CRP.4) within the context of the UNICEF concern for children in industrialized countries as indicated in the medium-term plan (E/ICEF/1990/3 and Corr.1),

Reconfirming the UNICEF commitment to concentrate its financial support in developing countries,

1. Requests the Executive Director, as a special effort of transitional support over the transitional period of 1990-1992:

(a) To report on the impact on children of the changing situation in Central and Eastern Europe and to keep the development under review;

(b) In response to requests, to provide technical support to rethink policies for child survival, development and protection in the context of the new situations of Central and Eastern Europe. This support during the period of transition should draw on UNICEF experience with low-cost technologies and approaches to health, nutrition, early childhood education and other sectors;

(c) To respond on an exceptional basis to specific requests for support within normal UNICEF practices;

UNICEF is authorized without any diversion of support from developing countries to spend additionally up to $1 million per year from the administrative budget during the period of 1990-1992. The $1 million per year should, to the maximum extent possible, be replenished by special contributions. Costs should be covered, inasmuch as possible, through the utilization of non-covertible currencies from concerned Central and Eastern European countries;

The funds will be spend in support of data collection on the situation of children and women, analytical studies, technical workshops, information materials and other related activities. The $1 million will also cover necessary staff costs;

In this context, and in accordance with the present division of labour within UNICEF, the Geneva Office should be directly associated with these activities;

2. Requests the Executive Director to consult closely with other United Nations organizations active in Central and Eastern Europe, so as to avoid unnecessary duplication;

3. Further requests the Executive Director to report to the Executive Board on progress made with the above activities in 1991 and 1992 as part of the report of the Executive Director.

1990/6. Children in especially difficult circumstances

On the recommendation of the Programme Committee,

The Executive Board,

Deeply concerned that many children in developing countries, as well as quite a large number in industrialized countries, find themselves in situations of neglect, abandonment and exploitation as is the case of street children, refugee children, children in situation of armed conflict, child victims of natural disasters, orphans, children affected by AIDS, disabled children and youth trapped in the bondage of prostitution, drugs and exploitative work conditions, victims of sexual abuse, maltreatment by parents and guardians,

Convinced of the urgent need for concerted efforts to find more effective and innovative ways to protect and rehabilitate children already in such circumstances and to tackle the root causes that lead to such situations in order to prevent them,

1. Urges the Executive Director to ensure the application and development of research into the efforts to protect and rehabilitate these children or to mitigate and prevent the occurence of these difficult circumstances, in order to continuously analyse their causes and effects and concurrently update strategies, interventions and programmes to ensure their efficacy and cost effectiveness,

2. Requests the Executive Director to include in his report to the next session of the Executive Board information on the implementation of this resolution.

1990/7. Family planning

On the recommendation of the Programme Committee,

The Executive Board,

Bearing in mind the impact of family planning on the well-being of mothers and children,

Recalling General Assembly resolution 44/210 of 22 December 1989 and the Amsterdam Declaration on A Better Life for Future Generations, 5/ adopted by the International Forum on Population in the Twenty-First Century, held at Amsterdam from 6 to 9 November 1989,

Aware of the limited resources available for ensuring an adequate health and education standard for mothers and children,

Recognizing that too rapid population growth may constitute a major impediment to development in many countries,

Stressing the necessity of full co-operation in the field of family planning with other relevant United Nations programmes, each within its own mandate, notably those of the United Nations Population Fund and the World Health Organization,

Appreciating the efforts already undertaken by UNICEF to promote child spacing,

Requests the Executive Director to include in his annual report for the 1991 session of the Executive Board, a specific section on UNICEF efforts in the field of family planning, including child spacing, as an integral part of primary health care, giving examples of problems identified, efforts to deal with them and progress made in the implementation of programmes.

1990/8. UNICEF programme co-operation

On the recommendation of the Programme Committee,

The Executive Board

1. Approves the recommendations of the Executive Director for programme co-operation as summarized in document E/ICEF/1990/P/L.1. The proposed total new allocation for programme co-operation and the replenishment of the Emergency Reserve Fund to be financed from general resources is $263,367,153, of which $237,651,153 represents new general resources net of available balances;

2. Further approves new supplementary funding proposals to be financed from specific-purpose contributions in the amount of $663,432,800;

5/ A/C.2/44/6.

3. *Records* savings (cancellations) in the amount of $641,314 and *approves* an amount of $52,460 to cover overexpenditure.

1990/9. *Children and women in South Africa*

On the recommendation of the Programme Committee,

The Executive Board,

Recalling General Assembly resolution 44/22 A and K of 12 December 1989 and the consensus "Declaration on *Apartheid* and its Destructive Consequences in Southern Africa" (S-16/1) of the sixteenth special session of the United Nations of 14 December 1989,

Recalling the UNICEF report entitled "Children on the Front Line" of 1989 and the "Report of the United Nations Special Committee against *Apartheid*" (A/AC.115/L.665) of 16 January 1990,

Having considered the UNICEF report on "UNICEF support for children and women in South Africa" (E/ICEF/1990/P/L.42) of 30 March 1990 and the presentation on women and children given by the UNICEF Regional Director for Eastern and Southern Africa,

Convinced that the continuation of the policy and practice of *apartheid* is detrimental to the well-being of the peoples of South Africa and southern Africa, in particular, women and children,

Gravely concerned about the large numbers of homeless, abandoned, displaced and street children in South Africa,

Expressing concern about the high infant mortality rate among the black children of South Africa, which is approximately 10 times higher than that of white children and is one of the highest in the region,

1. *Reaffirms* that it is a primary responsibility of the United Nations and the international community to take all the necessary action for the eradication of *apartheid* and, in particular, the need for effective pressure on the South African authorities as a peaceful means of achieving the total elimination of *apartheid*;

2. *Reaffirms* UNICEF efforts in line with the Executive Board decision of 1978 that the needs of South African children and women in the refugee camps in the neighbouring States warrant support;

3. *Supports* UNICEF co-operation with the Government of the newly independent State of Namibia for the provision of services to the children and women of that country;

4. *Further supports* UNICEF co-operation with non-governmental organizations, which are seized with problems relating to children and women inside South Africa, in full consultation with the African National Congress and the Pan Africanist Congress of Azania;

5. Requests UNICEF to operate in accordance with the relevant United Nations resolutions regarding collaboration with the South African régime;

6. Urges the international community to continue providing appropriate forms of support to the oppressed children and women of South Africa;

7. Requests the Executive Director to report in his annual report on these activities to the Executive Board.

1990/10. Latin America and the Caribbean

On the recommendation of the Programme Committee,

The Executive Board,

Taking into account the view expressed by the delegations of Latin America and the Caribbean that, in spite of the efforts of Governments and national associations, the social situation has continued to deteriorate as a consequence of the difficult economic circumstances affecting the region, resulting in the growth and spread of poverty,

Aware of the importance of actively promoting efforts to strengthen child survival and development programmes as a basis for preventing the transfer of poverty from one generation to another, especially when such efforts involve education and the promotion of community organization and participation,

Reaffirming what is stated in Executive Board resolution 1988/22 with regard to the problems affecting the region and UNICEF priorities in Latin America and the Caribbean,

Noting the positive results achieved by the establishment of the Special Adjustment Facility for Latin America and the Caribbean (SAFLAC),

1. Requests the Executive Director of UNICEF to continue the efforts to develop a concrete financing mechanism to be set up in conjunction with the Inter-American Development Bank, as agreed in Executive Board decision 1989/9;

2. Requests the Executive Director to promote and strengthen early childhood education programmes in Latin America and the Caribbean, particularly for children under the age of six years, including components for early stimulation, basic education, health, nutrition and promoting community organization and participation;

3. Requests the Executive Director to promote safe motherhood programmes, including the reduction of the phenomenon of early or unwanted maternity;

4. Requests the Executive Director to promote and support the development of strategies for providing school-age children with additional support during out-of-school hours, including measures for providing care and stimulating activities in recreation areas as well as support for school performance in order to prevent the undesirable phenomena associated with truancy, such as exposure to illicit drug trafficking and all the dangers to which children are exposed in the street.

1990/11. Co-operation with the World Health Organization and others on vaccine and related research

On the recommendation of the Programme Committee,

The Executive Board,

Recognizing the importance of assuring universal childhood and maternal immunization (tetanus toxoid),

Bearing in mind the need for improved or new vaccines, as well as the need for affordability and improvement in the delivery of vaccines,

Recognizing the need for close co-operation within the framework of World Health Organization (WHO) programmes and with relevant countries which support vaccine research,

1. Calls on the Executive Director, in collaboration with WHO, to convene an expert group, including those from developing countries, to consider more closely the vaccine and related research needs for furthering UNICEF programme objectives, giving particular attention to applied and operational research;

2. Requests the Executive Director to report to the Executive Board at the earliest opportunity on the findings and recommendations of this expert group, and to make appropriate proposals to the Board.

1990/12. World Summit for Children

On the recommendation of the Programme Committee,

The Executive Board

1. Welcomes the report by the Chairman of the Planning Committee on the state of preparations for the World Summit for Children;

2. Takes note of the planning and preparations for the World Summit for Children contained in document E/ICEF/1990/12 and Add.1, as well as the statements made at the Executive Board by the Executive Director;

3. Notes with appreciation the progress on preparations for the World Summit for Children, as reported to the Executive Board;

4. Takes note further of the views expressed by the Executive Board, referring to, among others, questions concerning the budget, the topics and discussion, the form of the final declaration and plan of action and the format, including the level of representation, of the meeting;

5. Invites, through the Executive Director, the Planning Committee and the working groups to bear in mind the views expressed by the Executive Board in carrying out their further work;

6. Decides that the Executive Board will review - on the basis of information provided by the Planning Committee and the Executive Director - the preparations for the World Summit for Children at a special session in early September;

7. Notes with appreciation the many expressions of support for the World Summit for Children and the early expressions of intent to attend by Heads of State or Government, and invites those Governments which have not yet responded to the letter of invitation to do so in a positive manner at the earliest opportunity;

8. Notes with appreciation the pledges and contributions of Governments, National Committees for UNICEF and others to the funding of the World Summit for Children;

9. Appeals to those Governments, National Committees for UNICEF and others, which have not yet done so to make voluntary contributions to the special accounts for the World Summit for Children.

1990/13. Creating a more peaceful world for children

On the recommendation of the Programme Committee,

The Executive Board,

Considering the improvement in the international political climate and expressing the hope that future negotiations will permanently reduce tensions throughout the world,

Believing that an era of peace would reduce military expenditures and should result in the increased availability of resources which could be used to benefit mankind through socio-economic programmes, particularly in developing countries,

Reiterating that UNICEF support to humanitarian and development programmes in developing countries aims at protecting and assuring the realization of children's and women's potential,

Considering the need to give increased priority to children,

Taking into account that the UNICEF budget depends on voluntary contributions and that more resources are needed in order to meet children's growing need for assistance,

Taking into account also the message of the UNICEF Executive Board to the General Assembly at its second special session devoted to disarmament in 1982, 6/

1. Calls upon all States of the international community, as they reduce military expenditures, and in the light of such important events as the World

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6/ E/ICEF/695.

Summit for Children, to consider how they could channel part of the resources released to support country actions to reach the goals and objectives for the 1990s as set out by UNICEF;

2. Further calls upon all States to consider using such resources to increase financial support to UNICEF programmes of co-operation in developing countries.

1990/14. Future role of external relations [7]

On the recommendation of the Programme Committee,

The Executive Board,

Recalling its decision 89/11 requesting the Executive Director to analyse and evaluate the current external relations activities of UNICEF and, on that basis, to outline their future role, policies, guidelines, functions, priorities and activities,

Having considered, at its 1990 regular session, document E/ICEF/1990/L.4 entitled "The future role of UNICEF external relations",

1. Endorses the recommendations and major findings of the final report of the evaluation and analysis of UNICEF external relations policies and functions, provided to Board members in November 1989;

2. Takes note of document E/ICEF/1990/L.4;

3. Supports the preliminary steps taken to improve the integration of the planning and management of UNICEF external relations, in particular reactivating the External Relations Committee and more regular meetings of external relations division directors at headquarters;

4. Endorses the preliminary measures proposed to strengthen the linkages between external relations efforts at headquarters, in the field and with National Committees for UNICEF, in particular as focused on countries where UNICEF has programmes of co-operation;

5. Urges the Executive Director to take the further steps and measures recommended in the evaluation to improve the external relations function;

6. Requests the Executive Director to ensure, within the overall approved level of resources, that external relations has the necessary capacity for planning, budgeting and evaluation, particularly of the impact of activities;

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[7] This resolution is adopted with the understanding that the Executive Director will undertake consultations with the members of the Executive Board in the period until the 1991 session, with a view to harmonizing and rationalizing the planning and budgetary processes of the Board.

7. Requests the Executive Director, bearing in mind the recommendations of the evaluation report and the views expressed at the 1990 Executive Board, to review the role, functions and resources of the Geneva Office and the size and level of its staffing, to enable it, in particular, to meet the new challenges that Europe offers in the 1990s, and to present a report thereon, with appropriate recommendations, to the 1991 session of the Executive Board;

8. Requests the Executive Director to report to the Executive Board in his annual report on relevant developments and intentions in the area of external relations;

9. Requests the Executive Director, beginning in 1992, to include, in country programme recommendations which have a significant external relations component, a section setting out external relations activities, expenditures, accomplishments, problems and future plans;

10. Requests further the Executive Director, beginning in 1992 and taking into account the views expressed at the 1990 Executive Board, and in consultation with UNICEF Board members and National Committees, to make the planning of external relations and advocacy an integral part of the medium-term plan process specifying, *inter alia*, goals, objectives, activities, outputs, staffing and resource requirements and an evaluation plan;

11. Requests the Executive Director to clarify to the Executive Board at its 1991 session the complete role and specific functions of the external relations units mentioned in the evaluation study as requiring better definition and better information, including consideration of such aspects as mandates, resource requirements, outputs and effectiveness, and noting changes and improvements made as a result of this resolution.

1990/15. The Bamako Initiative

On the recommendation of the Programme Committee,

The Executive Board,

Recalling resolution 1988/3 and decision 1989/15 on the Bamako Initiative,

Noting with interest the progress report on the Bamako Initiative as contained in document E/ICEF/1990/L.3,

Welcoming the positive outcome of the Freetown Conference on Community Financing in Primary Health Care (PHC) in September 1989, between UNICEF, the World Health Organization (WHO), donors, non-governmental organizations (NGOs) and African experts,

Recognizing that the Bamako Initiative is indicating a significant progressive trend, which may help to mitigate the effects of social and economic difficulties,

Considering the continued strong political support for the Bamako Initiative from African Heads of State and Government, NGOs and other leaders,

1. Recognizes the Bamako Initiative as an important strategy in the revitalization of health systems in African countries at the community and peripheral levels, in helping to create the necessary conditions for sustaining expanded programme on immunization coverage and achieving the joint WHO/UNICEF health goals of the 1990s;

2. Reaffirms the main thrust of the policy framework for the Bamako Initiative, as developed jointly with WHO, to make PHC/maternal and child health services universally accessible, to promote the provision of essential drugs and appropriate measures to ensure cost recovery, with a decentralized integrated health delivery system based on community control, and bearing in mind the need for an equitable access for the poorest of the community;

3. Urges UNICEF to accelerate, in accordance with local circumstances, the process of making the Bamako Initiative, based on the principles in the previous paragraph, the core of the health programmes with the necessary allocation of resources within the context of ongoing and new country programmes, in addition to a more vigorous effort at securing the necessary supplementary funding from donors to respond to the enormous needs of African countries;

4. Invites the Executive Director to continue to include in Bamako Initiative programmes adequate resources for monitoring and evaluation so as to ensure that the lessons learned are drawn upon in any extension of the programmes;

5. Stresses the importance of ensuring sustainability of the activities and programmes undertaken under the Initiative;

6. Requests the Executive Director in this context to place special significance on assisting African Governments in national capacity-building and, as an important part of these efforts, to make greater use of national and regional experts in the implementation of the Initiative, to ensure the exchange of experiences between involved countries and to report on this in the annual reports to the Board;

7. Further encourages UNICEF to work closely with Governments, other agencies and national and international non-governmental organizations that have gained relevant experience to ensure co-operation and complementarity of efforts;

8. Further requests the Executive Director to report to the 1991 session of the Executive Board on the full implementation of this resolution.

1990/16. Safe motherhood

On the recommendation of the Programme Committee,

The Executive Board,

Endorses the concept of safe motherhood as a means of achieving the goal of halving maternal deaths of 1990 by the year 2000 and the operational activities outlined in paragraph 47 of document E/ICEF/1990/L.13, including co-operation with the World Health Organization, the United Nations Population Fund, the United Nations Development Programme, the World Bank and other agencies and organizations, in support of national, regional and global efforts.

1990/17. Focus on the girl child

On the recommendation of the Programme Committee,

The Executive Board,

Recalling its decision 1987/18 on the implementation strategy for UNICEF policy on women in development,

Recognizing that many of the disadvantages facing women are rooted in the neglect of and discrimination against female children,

1. Endorses the recommendations for further action contained in the progress report, document E/ICEF/1990/L.1;

2. Also endorses the priority focus given to the girl child and recommends that all UNICEF programmes and strategies in the 1990s address explicitly the status of the girl child and her needs, particularly in nutrition, health and education, with a view to eliminating gender disparities;

3. Requests UNICEF, in collaboration with other organizations, in particular the World Health Organization, the United Nations Educational, Scientific and Cultural Organization and the United Nations Population Fund, to ensure the effective implementation of gender-sensitive monitoring and evaluation mechanisms to assess progress made in reducing disparities between girls and boys in the services provided through the programmes of co-operation, especially health care services and primary education programmes;

4. Calls upon the Executive Director to ensure that UNICEF country and regional offices, as well as headquarters, have the necessary means and expertise to incorporate effectively women's concerns and needs in all components of the country programmes, particularly in the light of the joint goals and strategies and for the decade of the 1990s;

5. Requests the Executive Director to highlight the girl child in the annual progress report on women in development and to submit a full report on progress made on the situation of the girl child to the 1992 session of the Executive Board and every second year thereafter.

1990/18. Acquired immunodeficiency syndrome (AIDS)

On the recommendation of the Programme Committee,

The Executive Board,

Recognizing the serious effects on women and children of acquired immunodeficiency syndrome (AIDS), affecting all countries,

Aware of the increasing number of mothers and children affected by the disease,

Acknowledging the lead role of the World Health Organization (WHO) in the overall co-ordination of the combat against AIDS, Bearing in mind the effectiveness of the field network of UNICEF,

Recognizing the assistance rendered by UNICEF within the framework of national AIDS control programmes, as reported in document E/ICEF/1990/2,

1. Urges the Executive Director to mobilize further the field offices of UNICEF to make their full contribution to the efforts of the United Nations system, and notably the United Nations Development Programme/WHO alliance to combat the spread of AIDS within the framework of national AIDS control programmes;

2. Requests the Executive Director to ensure a significant contribution of UNICEF, fully using its capacity for advocacy, in mobilizing social awareness in order to avoid behaviour and practices that can spread the human immunodeficiency virus (HIV);

3. Especially requests the Executive Director to consider what further activities UNICEF would be able to undertake on behalf of children orphaned by AIDS;

4. Further requests the Executive Director, in his report to the Executive Board in 1991, to provide a specific account of UNICEF efforts to combat and alleviate the effects of AIDS, giving examples of problems identified, efforts to deal with them and progress in implementation.

1990/19. Strategy for improved nutrition of children and women in developing countries

On the recommendation of the Programme Committee,

The Executive Board,

1. Endorses the following nutritional goals for the year 2000:

(a) The control of protein-energy malnutrition, including the reduction of both moderate and severe protein-energy malnutrition in children under five years of age by one half of the 1990 levels and the reduction of the rate of low birth weight (less than 2.5 kilograms) to less than 10 per cent;

(b) The control of micronutrient deficiency disorders, including the reduction of iron-deficiency anaemia among women of child-bearing age by one third of the 1990 levels, the virtual elimination of iodine deficiency diseases and the virtual elimination of vitamin A deficiency and its consequences, including blindness.

2. Further endorses:

(a) The strategy proposed to achieve the overall objective of empowering families, communities and Governments to improve the nutrition of women and children on the basis of adequate information and sound analysis, with its two elements:

(i) The method of assessment, analysis and action (the "triple A approach"), which describes how the information should be used;

(ii) The conceptual framework for the analysis of the causes of malnutrition in a specific context, which serves as a guide for discerning what information should be collected;

(b) The proposal that the strategies will be implemented at household/community, district and national levels;

(c) The proposal that the elements of the strategy in a given context will be identified through analysis and will include:

(i) Actions that address the manifestations and immediate causes of malnutrition, such as the promotion of breast-feeding, nutrition rehabilitation, the provision of certain essential drugs, the promotion of oral rehydration therapy, direct feeding programmes and the distribution of micronutrients;

(ii) Actions that address the underlying causes of malnutrition, such as immunization, the expansion and improvement of the primary health care delivery system, health and nutrition education and communication, family planning, household food security, improved feeding practices, maternal and child care, environmental sanitation and water supply, and literacy and education;

(iii) Actions that address the basic causes of malnutrition, such as improved situation analysis, policy dialogue, technology assessment and development and advocacy.

1990/20. Acute respiratory infections

On the recommendation of the Programme Committee,

The Executive Board,

Acknowledging that acute respiratory infections rank among the most common childhood diseases and that acute respiratory infections are among the most frequent causes of child mortality,

Bearing in mind the goal endorsed by the Executive Board at its 1989 session to reduce by 25 per cent the deaths due to acute respiratory infections in children under five years of age,

Having considered at its 1990 regular session documents E/ICEF/1990/L.7 entitled "Acute respiratory infections" and E/ICEF/1990/CRP.2,

1. Accepts the recommendations of the Executive Director;

2. Urges the Executive Director in close co-operation with the World Health Organization (WHO) to give due attention, within the activities defined in the medium-term plan, to the development and funding of strategies and pilot programmes for the control and prevention of acute respiratory infections, within the context of its basic health care programmes, in collaboration with developing countries, non-governmental organizations and bilateral donors involved;

3. Further requests the Executive Director to complement and strengthen the activities of WHO in the development and testing of strategies and methodologies for diagnosis and case management, in particular to encourage the rational use of drugs, with special attention given to antibiotics, inter alia by sharing with WHO, the experience obtained in programmes supported by UNICEF;

4. Calls for a report to be presented at the 1992 regular session of the Executive Board detailing the structure of UNICEF co-operation with WHO and other actors and drawing on evaluations of UNICEF activities in support of national acute respiratory infections programmes in developing countries and on other research findings.

1990/21. Operational activities for development

On the recommendation of the Programme Committee,

The Executive Board,

Recalling General Assembly resolutions 42/196 of 11 December 1987 and 44/211 of 22 December 1989,

1. Takes note of document E/ICEF/1990/L.8 and progress in the implementation of General Assembly resolution 42/196;

2. Requests the Executive Director to co-operate with the Director-General for Development and International Economic Co-operation in the preparation of a schedule for implementation of General Assembly resolution 44/211;

3. Further requests the Executive Director to make available to the Director-General and the international community UNICEF experience in decentralization, accountability in a decentralized environment, the programme approach and the value of setting objectives and international and national goals and using them as a basis for management by objectives and for inter-agency collaboration;

4. Also requests the Executive Director to continue to arrange active UNICEF participation in the Consultative Committee on Substantive Questions (Operations) and the Joint Consultative Group on Policy in order to promote the harmonization of procedures, the coincidence of programming cycles, the move to co-location of country offices and the effective working of the resident co-ordinator system along the lines suggested in document E/ICEF/1990/L.8;

5. Requests the Executive Director to report on such contributions at the next regular session of the Executive Board.

1990/22. Emergency operations

On the recommendation of the Programme Committee,

The Executive Board,

Bearing in mind that the mandate of UNICEF also includes the task to assess requirements and to provide relief in emergency situations,

Recalling General Assembly resolution 44/236 of 22 December 1989 designating the 1990s as the International Decade for Natural Disaster Reduction, and other relevant General Assembly resolutions,

Aware of the important role of UNICEF in providing relief to mothers and children in specific emergency situations,

Noting that these activities are, to a large extent, funded by extrabudgetary resources,

Taking note of the report on emergency activities in 1989 (E/ICEF/1990/11),

Requests the Executive Director to include in his 1991 progress report on emergency operations:

(a) A proposal for guidelines on UNICEF involvement, including preparedness plans, authorization modalities, the definition of specific tasks, follow-up mechanisms and evaluation requirements;

(b) An outline of the administrative framework for co-ordination and co-operation between United Nations agencies, non-governmental organizations and other agencies operational in this field.

1990/23. UNESCO/UNICEF Joint Committee on Education

On the recommendation of the Programme Committee,

The Executive Board

1. Adopts the following recommendations of the Joint Committee on Education as contained in document E/ICEF/1990/L.11:

(a) To endorse the World Declaration on Education for All and the Framework for Action to Meet Basic Learning Needs adopted by the World Conference on Education for All;

(b) To recommend for endorsement to the forthcoming World Summit for Children, the World Declaration on Education for All and the Framework for Action to Meet Basic Learning Needs, relating these initiatives to the United Nations Convention on the Rights of the Child and to the international development strategy for the Fourth United Nations Development Decade;

(c) To recommend for endorsement to the forthcoming International Conference on Education, the World Declaration on Education for All and the Framework for Action to Meet Basic Learning Needs;

(d) To endorse the development of the strategy of using "universal access to and achievement of primary education by the year 2000" as the cutting edge of Education for All;

(e) To endorse the statement on follow-up adopted at the closing session of the World Conference on Education for All;

(f) To welcome the fact that UNESCO, in line with its mandate, will provide services to facilitate the follow-up;

(g) To encourage the development of strategies at national level aimed at meeting the basic learning needs of youth and adults, as well as children, recognizing the importance of achieving equality through significantly reducing adult illiteracy rates, particularly those of women, as well as the poor and the disadvantaged groups, and of providing opportunities for all to acquire essential knowledge and life skills (e.g., environmental and scientific literacy, Facts for Life, family life education and social education);

(h) To encourage the organizations to identify and make maximum use of existing mechanisms at all levels to pool and share information on learning needs, to take stock of innovative activities aimed at meeting basic learning needs and at assessing learning achievement, monitoring progress towards the goal of Education for All, and to disseminate information on relevant experiences;

(i) To note the increasing importance of both traditional and mass means of communication - the "third channel" - for conveying useful information and in providing basic education for all;

(j) To emphasize that learning needs must be defined and priorities decided by way of a participatory process and that the policy implemented must utilize and develop locally available resource persons and learning opportunities. Initiatives must be sensitive to socio-economic and environmental conditions and the cultural context, particularly at community level;

(k) To request the respective secretariats to continue the co-operation between UNESCO and UNICEF in analysing the social impact of structural adjustment, emphasizing the moral obligation of these organizations to assist States in defending the rights of all people to basic education and human dignity;

(l) To emphasize that additional resources will be required to ensure universal access to and achievement of basic education for all by the year 2000, which necessitate reallocation and mobilization of resources at international, national and community levels;

(m) To recommend that the organizations allocate increased resources to provide seed funds for innovative activities in formal and non-formal education to meet the basic learning needs of those now underserved by established systems of education, and particularly to overcome the male/female disparities in educational opportunities;

(n) To request the secretariats of UNESCO and UNICEF to jointly prepare an assessment of further opportunities for co-operation in basic education in their respective programmes at national, regional and international levels, and to take action to strengthen modes of co-operation, reporting thereon to their respective Boards and the Joint Committee on Education;

(o) To further encourage that UNICEF and UNESCO support systems at national and regional levels (representatives, commissions and committees) jointly and actively promote Education for All;

(p) To call upon the agency heads and the respective secretariats to continue co-operation with other agencies and other partners in the spirit of Jomtien;

2. Approves further, as a follow-up measure to recommendation (m) above (listed as recommendation 13 in document E/ICEF/1990/L.11) of the Joint Committee on Education, the establishment of a basic education reserve to support national, regional and international efforts, especially for innovative initiatives and for support to countries for start-up activities and for actions that were not foreseen in country programmes (see also the recommendation contained in document E/ICEF/1990/P/L.43).

1990/24. Revised budget estimates for the World Summit for Children and Summit-related mobilization activities

On the recommendation of the Committee on Administration and Finance,

The Executive Board

A.

Approves the budget estimates for the World Summit for Children for 1990 as follows:

		$
Category 1:	Staff costs	357 420
Category 2:	Operating costs	1 126 342
	Total expenditures	1 483 762

Authorizes the Executive Director to administer in the most efficient and effective manner the provisions under each of the categories 1 and 2, and to transfer funds between allotment accounts as required;

Further authorizes the Executive Director to be authorized to finance the budget from the special account and, until such funds are received, to pay advance expenditures from UNICEF general resources in the receivable account up to the limits of the approved budget.

B.

Approves the budget estimates for mobilization activities related to the World Summit for Children for 1990 as follows:

		$
Category 1:	Staff costs	504 625
Category 2:	Operating costs	1 495 058
	Total expenditures	1 999 683

Authorizes the Executive Director to administer in the most efficient and effective manner, the provisions under each of the categories 1 and 2, and to transfer funds between allotment accounts as required;

Further authorizes the Executive Director to finance the budget from the special account and, until such funds are received, to pay advance expenditures from UNICEF general resources in the receivable account up to the limits of the approved budget.

1990/25. Headquarters office accommodation

On the recommendation of the Committee on Administration and Finance,

The Executive Board

1. Takes note of the report contained in E/ICEF/1990/AB/L.9;

2. Defers its decision on additional headquarters office space requirements;

3. Requests the Executive Director, bearing in mind the views expressed by the Advisory Committee on Administrative and Budgetary Questions and the 1990 Executive Board, to submit at the earliest opportunity through the Advisory Committee to the 1991 Executive Board, a review and analysis of UNICEF New York headquarters office requirements, including, inter alia, current and future space needs, relationship to the medium-term plan, alternative locations, estimated costs and a statement of rental policies.

1990/26. Establishment of a reserve fund for field office accommodation

On the recommendation of the Committee on Administration and Finance,

The Executive Board

Authorizes the establishment of a Reserve Fund for field office accommodation and staff housing in a total maximum amount of $22 million, similar to the practice currently being followed by other United Nations organizations. Of this amount, 75 per cent ($16.5 million) would be earmarked for field office accommodations, relating mainly to UNICEF participation in common premises with other United Nations organizations. The balance of 25 per cent ($5.5 million) would be used to acquire, if necessary, or renovate existing housing for international staff assigned to field office duty stations where suitable housing is not available for rent or where rental rates are exorbitant.

1990/27. Mock-up of revised format of tables and annexes

On the recommendation of the Committee on Administration and Finance,

The Executive Board

Approves the present mock-up as the basis to revise the associated tables and annexes for the next biennium budget proposal.

1990/28. *Amendment to the financial regulation on revaluation policy*

On the recommendation of the Committee on Administration and Finance,

The Executive Board

Decides to amend Financial Regulation 4.10 as follows:

> "Regulation 4.10: Differences resulting from the payment of contributions pledged in currencies other than United States dollars shall be recorded against these contributions."

1990/29. *Financial plan, 1990-1993*

On the recommendation of the Committee on Administration and Finance,

The Executive Board

Approves the medium-term plan as a framework of projections for 1990-1993 (summarized in table 7), including the preparation of up to $585 million in programme expenditures from general resources to be submitted to the 1991 Executive Board (shown in table 6, item 4). This amount is subject to the availability of resources and to the condition that estimates of income and expenditure made in this plan continue to be valid.

1990/30. *Financial reports*

On the recommendation of the Committee on Administration and Finance,

The Executive Board

Notes the following:

(a) The financial report and statements for the biennium ended 31 December 1989 (E/ICEF/1990/AB/L.7);

(b) Review of expenditures in excess of commitments and unspent commitments for completed projects financed by supplementary funds (E/ICEF/1990/AB/L.10);

(c) Report to the United Nations Board of Auditors and the Advisory Committee on Administrative and Budgetary Questions regarding Geneal Assembly resolution 44/183 (E/ICEF/1990/AB/L.14).

1990/31. UNICEF staffing

On the recommendation of the Committee on Administration and Finance,

The Executive Board

Notes a report on the composition of all international Professional core staff by title, grade, duty station and nationality (E/ICEF/1990/AB/L.2).

1990/32. Greeting Card Operation - 1990 work plan

On the recommendation of the Committee on Administration and Finance,

A. Greeting card and related operations (GCO) budgeted expenditures for the 1990 season

The Executive Board

Decides that:

(a) For the fiscal year 1 May 1990 to 30 April 1991, budgeted expenditures be approved as detailed in tables 3, 4 and 5, and summarized in column II of table 7;

(b) The Executive Director be authorized:

(i) To incur expenditures as summarized in column II of table 7 and to increase the expenditures up to the level indicated in column III of table 7, should apparent demand before and during the season necessitate; accordingly, to reduce expenditures below the level indicated in column II to the extent necessary, should the demand decrease;

(ii) To transfer funds between allotment accounts if necessary within the limits shown in table 7;

(iii) To spend an additional amount between Board sessions when necessary, owing to currency fluctuations, to ensure the continuing operation of GCO.

B. Budgeted income for the 1990 season

The Executive Board

Notes that for the fiscal year 1 May 1990 to 30 April 1991, gross GCO income is budgeted as indicated in column II of table 7.

C. GCO special operation account for special fund-raising events

The Executive Board

Approves the creation of a special operating account with a limit of $1 million from event revenues in the accounts of the GCO. This account is to be:

(a) Governed by rules developed in co-operation with the Division of Financial Management in accordance with the UNICEF Financial Regulations and Rules Special Supplement - Greeting Card Operation (E/ICEF/FINANCIAL RULES/1/Add.1);

(b) Used only when anticipated event revenues have not been received in time to cover initial expenses, and subject to an approved budget which realistically demonstrates that total event revenues will be sufficient to repay the special operating account.

1990/33. Greeting Card Operation - financial reports

On the recommendation of the Committee on Administration and Finance,

The Executive Board

Notes the following:

(a) The GCO financial report for the 1988/89 season (E/ICEF/1990/AB/L.5);

(b) The GCO provisional report on the 1989 season (E/ICEF/1990/AB/L.4).

1990/34. Revised model Basic Co-operation Agreement

On the recommendation of the Committee on Administration and Finance,

The Executive Board

Reviews and *notes* the text of the model Basic Co-operation Agreement, and *authorizes* the secretariat to use this model Agreement as the basis for negotiating Agreements with co-operating Governments where no such agreement now exists. [8]

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[8] It is also agreed that the secretariat will resubmit the text of the revised model Basic Co-operation Agreement between UNICEF and Governments for approval at the 1991 Executive Board.

Annex I

REPORT OF THE PROGRAMME COMMITTEE ON ITS MEETINGS HELD AT UNITED NATIONS HEADQUARTERS FROM 18 TO 27 APRIL 1990

I. ORGANIZATION OF THE SESSION

1. The Programme Committee held 12 meetings to review proposals for the United Nations Children's Fund (UNICEF) programme co-operation and to consider a number of policy issues. Mr. Frank Majoor (Netherlands) served as Chairman of the Committee and Mr. Gabriel Vidart (Uruguay) served as Vice-Chairman. The Committee was assisted in its deliberations by observer delegations from countries, as well as from agencies and organizations of the United Nations system.

2. The provisional agenda of the Committee, as contained in document E/ICEF/1990/1/Rev.1, annex I, was adopted.

II. STRATEGIES FOR CHILDREN IN THE 1990s

3. There was broad support for the goals and strategies for children presented in the document "Development goals and strategies for children: priorities for UNICEF action in the 1990s" (E/ICEF/1990/L.5), as well as in document E/ICEF/1990/CRP.2, which contained the revised goals as affirmed by the Task Force for Child Survival in March 1990. Many delegations recommended that the goals and strategies be taken into account in the preparation of the international development strategy for the Fourth United Nations Development Decade.

4. A number of the goals are shared with other United Nations organizations, particularly the World Health Organization (WHO), the United Nations Population Fund (UNFPA) and the United Nations Educational, Scientific and Cultural Organization (UNESCO), whose representatives to the Executive Board expressed their agencies' commitment to the goals held in common and supported their approval by the Executive Board of UNICEF. As a concrete manifestation of this common purpose, it was announced that the heads of WHO, UNFPA and UNICEF have prepared a joint letter to their field staff, listing the common goals and urging the fullest possible inter-agency collaboration in the effort to achieve them.

5. In expressing their general support, a number of delegations focused on particular goals and strategies, while other delegations felt that priorities should be set within the total list of goals. The importance of maintaining a proper balance among the various objectives was also emphasized. Many delegations, however, insisted that priorities must be set within the country programme process and pointed to the need for the flexible adaptation of the goals and strategies to the specific situation of each individual country. Some delegations stressed that country programmes must, in fact, take precedence over global goals and that national priorities should not be reordered in order to meet global deadlines and averages. In addition, several delegations requested additional information on how quantitative objectives were identified, how realistic they were and their effects on the balance of UNICEF programmes. A number of delegations also wanted to see a stronger commitment, with specific goals and strategies, in the areas of family planning (see chap. IV, decision 1990/7 for the recommendation of the Committee as adopted by the Executive Board), malaria control, children in especially

difficult circumstances (see chap. IV, decision 1990/6 for the recommendation of the Committee as adopted by the Executive Board) and the prevention of acquired immunodeficiency syndrome (AIDS) (see chap. IV, decision 1990/18 for the recommendation of the Committee as adopted by the Executive Board). However, it was stated that WHO should plan the primary role in AIDS prevention.

6. Many delegations underscored the need for increased national capacity-building, while other delegations welcomed increasing efforts to integrate projects and programmes into the general development of recipient countries. The Executive Director was requested to elaborate in his annual report to the 1991 Board session on what the concept of capacity-building implies specifically in the context of UNICEF programmes. In addition, the need to ensure the sustainability of achievements already made in programmes such as universal child immunization (UCI) and oral rehydration therapy (ORT) was also stressed. Strengthening partnerships with Governments and non-governmental organizations (NGOs), community participation, community financing and increased co-operation among United Nations organizations at the field level were mentioned as essential elements for sustainability. It was also proposed that a sustainability analysis should be included in future country programme recommendations. The importance of cost-effectiveness in programmes and projects was underlined by a number of speakers.

7. The importance of developing means of measuring progress towards the attainment of goals and of assisting countries in the development of monitoring and evaluation systems was stressed (see chap. IV, decision 1990/4 for the recommendation of the Committee as adopted by the Executive Board). The need for applied research at country and local levels to improve measurability and baseline data, especially for children in especially difficult circumstances, was also noted.

8. While a number of delegations agreed that issues related to building an economic base for meeting human goals, such as debt relief and trade agreements, had a bearing on development goals, it was generally felt that these issues might be more appropriately discussed in other forums. It was stressed, however, that the special needs of least developed countries (LDCs) must be taken into account, as well as the results of the upcoming Second United Nations Conference on the Least Developed Countries. (See chap. IV, decision 1990/2 for the recommendation of the Committee as adopted by the Executive Board.)

III. MEDIUM-TERM PLAN, 1990-1993

9. Virtually all delegations expressed overall support for the medium-term plan for the period 1990-1993 (E/ICEF/1990/3 and Corr.1), either in the general debate or in the Programme Committee. Several delegations indicated that it was broadly consistent with the goals and strategies document, while others noted that both covered much of the same ground. It was pointed out that some repetition was necessary because the plan, which is an ongoing Executive Board document, is prepared within the overall goals and strategies as set out in the strategies document (E/ICEF/1990/L.5), which will not be brought before the Board again. It was noted that the plan should be seen as a plan of action reflecting the goals and strategies, and that it could be more specific as to what UNICEF could do to achieve the goals, particularly to ensure more active community participation.

10. Several delegations noted with approval the emphasis given in the plan to the importance of the country programming process, as well as to reaching the unreached, reducing disparity, sustainability and national capacity-building, community participation, the empowerment of women and the emphasis placed on cost-effectiveness. However, some delegations indicated that areas such as the environment and family planning (see chap. IV, decision 1990/7 for the recommendation of the Committee as adopted by the Executive Board) might receive more emphasis in future versions of the plan. An immediate evaluation of children in especially difficult circumstances (see chap. IV, decision 1990/6 for the recommendation of the Committee as adopted by the Executive Board), and where feasible, an updating of relevant sections of the plan was requested by one delegation. Greater specificity regarding what UNICEF plans to support in particular circumstances and how certain programme emphases and strategic priorities are to be implemented in specific contexts were requested. It was stressed that country offices should take every opportunity to promote and practice participatory development.

11. It was stressed in particular that future versions of the plan should indicate the following: that any shortfall in budgetary provisions for development strategies has been adequately met by other donors; the substantive steps that have been taken (and what amount has been spent) to strengthen local capacity; and the strategies that have been employed to address certain cross-cutting issues, such as the threat posed by the AIDS virus, to prospects for lowering maternal and child mortality rates. One delegation said that it would particularly welcome suggestions regarding community financing of maternal and child health/primary health care (MCH/PHC) services.

12. Regarding the projections for expenditure by sector, several delegations welcomed the tendency towards greater balance among sectors, as indicated by the intention to increase expenditure on basic education, nutrition and water supply and sanitation. Other delegations, however, expressed concern that expenditures in the health sector might be reduced too abruptly at the expense of other sectors, particularly on basic education. It was stated that decisions on any resource shifts should be made at the country level. The secretariat assured that the proportions for each sector as projected by the plan were only indicative and that resources for the health sector would remain constant in real terms. In addition, a number of delegations requested more concise information on the weighting system used for resource allocation and on what the system actually resulted in for the various groups of countries. The importance of increasing local procurement in developing countries as a means of building national capacities was stressed repeatedly.

13. It was agreed that LDCs in general, and Africa as a region, would continue to have the highest priority for UNICEF programme co-operation. It was pointed out, however, that while Africa should be a high priority, the majority of the world's poor live in Asia and programmes in that region should reflect its needs. Another delegation requested that particular attention be paid to the recruitment of women and local professional staff in regional offices. (See chap. IV, decision 1990/3 for the recommendation of the Committee as adopted by the Executive Board.)

IV. PROGRAMME CO-OPERATION

14. The Programme Committee reviewed for general resources funding a total of 29 country programmes, three regional proposals, five interregional proposals and recommendations for services for Palestinian children in three countries. It also reviewed supplementary funding proposals for 19 countries, two subregional projects and one interregional programme for which no general resources programmes were recommended for approval by the current session, as summarized in document E/ICEF/1990/P/L.1. (See chap. IV, decision 1990/8 for the recommendation of the Committee as adopted by the Executive Board.)

Africa

15. Agenda items covering proposals for UNICEF co-operation and programme reviews for Africa, the Bamako Initiative (E/ICEF/1990/L.3) and UNICEF support for children and women in South Africa (E/ICEF/1990/P/L.42) were discussed. Short, in-depth presentations of three country programme recommendations covering Madagascar, Sierra Leone and Uganda were given by the respective UNICEF representatives. The Regional Directors for West and Central Africa and Eastern and Southern Africa summarized the remaining country programme recommendations, as well as proposals for supplementary funding in both regions and a specific proposal for support to women and children in South Africa, viewing the programmes against the backdrop of the regional contexts. Many delegations commented positively on the quality of the Africa programme documents and on the value of personal presentations by field staff. Two delegations voiced concern about the limited amount of time devoted to the discussion of individual country programme proposals during the Programme Committee.

16. During the discussions about the deteriorating socio-economic situation in Africa, many delegations agreed with the Executive Director that Africa must continue to remain the area of highest UNICEF priority. Supporting factors cited included the recurrent drought, famine, the effects of harsh economic adjustment policies, which are particularly exacerbated when associated with situations of armed conflict, as in the Horn of Africa, and destabilization, as in southern Africa. The continent embodies the greatest human needs and demands, making programmes such as child survival, safe motherhood, PHC and basic education of vital importance in order to reverse downward trends in living conditions and to accelerate the reduction of under-five mortality rates (U5MRs) and maternal mortality rates. Several delegations called for increased resource allocations for Africa. The importance of increasing general resources allocations was highlighted, although it was felt that Africa's needs also demanded greater attention to supplementary funding requests. It was stated that these are especially vital in order to maintain the advances made to date in UCI and PHC, to permit a prompt response in emergency situations, ensuring, where necessary, the transition to normal development, and to pursue basic education for all.

17. Several delegations urged UNICEF to explore possible mechanisms for ensuring programme sustainability. Conscious that recent improvements in the international situation had resulted in a welcome hope for stability and an improved political climate also in Africa, some delegations were optimistic that even poor countries, despite limited resources, could make enormous strides. Key factors for sustainability that were discussed included high-level political commitment, national capacity-building, financial support, decentralization and genuine community participation in the preparation, implementation and monitoring of

programme activities. It was stressed that periodic critical assessments would be required at all levels.

18. Delegations cited the many innovations detailed in the country programme recommendations, commenting favourably on activities that addressed continuing or new concerns about the situation of children and women in Africa. Malaria is still endemic in a number of countries, while AIDS is seriously affecting the mortality and morbidity profiles in several countries, threatening to undermine the substantial progress that has been achieved in lowering U5MRs. Noting that 3 million to 6 million children will become orphans in the 10 most affected countries, delegations were anxious that UNICEF rapidly evolve a response to the social impact of AIDS (see chap. IV, decision 1990/18 for the recommendation of the Committee as adopted by the Executive Board). In this context, some delegations highlighted the importance of education. The overall importance of basic education was also noted, and further information was requested on the specific measures that could be taken to increase primary and adult education in the region. In the area of water supply and sanitation, several delegations expressed concern that insufficient funding remained a major constraint.

19. Other comments included a request for a further study on ways to finance programmes at the community level. Concern was also expressed about the need to increase the infant mortality reduction rate in Africa, as well as to make further progress in the dissemination of information about the control of diarrhoeal diseases and ORT. However, UNICEF was congratulated for its overall programme implementation.

20. Delegations expressed concern about the increasing number of children in especially difficult circumstances caused by drought, rapid urbanization, unemployment and declining living conditions, which have created the phenomenon of street children and working, abandoned and exploited children. Armed conflicts further menace and traumatize millions of children who join the ranks of internally displaced or refugees. The Convention on the Rights of the Child was seen as a powerful instrument to protect present and future generations of children. A number of delegations announced plans for the imminent ratification of the Convention.

21. Several delegations pointed out that the unmet needs of children and women in South Africa required special attention, and the UNICEF proposal to support, from outside South Africa, those non-racial NGOs working for children and women inside South Africa was, therefore, highly appropriate. The UNICEF mandate to address the needs of children everywhere must necessarily be carried out within the framework of United Nations resolutions on South Africa. Delegations suggested, however, that UNICEF proceed with caution, and the need for total transparency and annual reporting to the Board were stressed. Several delegations noted with appreciation the work that UNICEF had done in Namibia, which had allowed a rapid response to children and women in the transition period and immediately after independence. (See chap. IV, decision 1990/9 for the recommendation of the Committee as adopted by the Executive Board.)

22. Refined over the years, the country programming process provides UNICEF with a unique opportunity to adapt Board policies to each country situation. Many delegations praised the quality of this process, appreciating how lessons learned from past experience were incorporated effectively into current programmes. Delegations provided valuable advice and guidance as to further improvements

concerning specific aspects of the process, especially monitoring and evaluation, cost analysis and integrated area-based approaches. Ensuring the integration of women in development, without neglecting men's involvement, was emphasized. Some delegations requested information on the status of inter-agency co-operation at headquarters and field levels and urged UNICEF to make even greater efforts to integrate its activities into those of the United Nations system (see chap. IV, decision 1990/21 for the recommendation of the Committee as adopted by the Executive Board).

23. Warm tributes were paid to UNICEF staff working in Africa, often in difficult and sometimes dangerous circumstances. UNICEF was urged to allocate adequate staff resources to Africa to ensure that they are of the highest quality.

The Americas and the Caribbean

24. The presentations of the country programme recommendations for Brazil and Mexico were followed by an overview of the region by the Regional Director. Delegations noted the difficult circumstances facing the region - the economic crisis, external debt and its consequences - and praised UNICEF for the innovative initiatives undertaken to address these problems. Some delegations cited specific programmes of co-operation such as those in Haiti, the Hogares de Bienestar (welfare centres) and "Mother Kangaroo" (method of treatment for premature infants) in Colombia, PROANDES in the Andean region, community kitchens in Mexico and the flexible approach in regional and subregional programmes. The fact that some of these programmes have been replicated in other countries was commended.

25. In view of the high levels of indebtedness facing the countries of the region, the resulting effect on development and the difficulties experienced by some countries in attracting development assistance, there was unanimous support for the Special Adjustment Facility for Latin America and the Caribbean (SAFLAC) which, it was noted, has been valuable in responding to these problems. However, one delegation queried the criteria for the use of the facility and expressed reservations about the proposal to extend SAFLAC. In response, the secretariat gave examples of achievements made thus far and informed the Board that a major review of SAFLAC to be undertaken in 1991 will look into both the criteria for and the continuation of the facility. While supporting SAFLAC, three delegations referred to the issue of criteria for the allocation of general resources and expressed their concern that the criteria still did not adequately respond to the problems facing the region. The secretariat noted that some of the countries concerned will be allocated general resources as of 1991, and that in addition to SAFLAC, global funds have also been allocated to the countries of the region.

26. One delegation noted with concern the outstanding amount of supplementary funds and asked what efforts were being made to secure these funds. The secretariat noted that the Programme Funding Office undertakes every effort to secure funds from donors and that the region has been allocated funds from general resources for priority projects unfunded for more than one year.

27. One delegation pointed out the good results achieved in Central America in addressing the problems of disabled children and noted that this could be extended to other countries and regions. The progress being made towards the eradication of the wild polio virus within the expanded programme on immunization (EPI) in the countries of the region was also noted.

28. Another delegation expressed support for the regional strategy with its focus on the survival and well-being of children within the context of the Fourth United Nations Development Decade, which should place priority on children, poverty and the environment, and also envisaged the World Summit on Children as a step towards solving the problems of children. The efforts and achievements in mobilizing internal resources in Brazil were commended and it was suggested that such efforts be undertaken in other countries.

29. Concern was expressed that in the area of monitoring and evaluation, the anticipated qualitative and quantitative reporting had not been provided to delegations. One delegation requested more information, in particular on the evaluation of the regional programme on women. The secretariat replied that the brevity of documentation precluded detailed information on monitoring and evaluation, and referred to the number of studies and evaluations undertaken, as listed in the report of the Executive Director (E/ICEF/1990/2). It further provided details of the results of the evaluation. (See chap. IV, decision 1990/10 for the recommendation of the Committee as adopted by the Executive Board.)

Asia

30. The Indonesia country programme was presented by the UNICEF representative, followed by an overview of the region presented by the Regional Directors for East Asia and Pakistan, including China, and for South Central Asia. There was general appreciation for the quality of documentation and the appropriateness of programmes in the proposals for general resources and/or supplementary funding. There was praise for the role of UNICEF in difficult situations in countries such as Afghanistan and Cambodia. Delegations in general considered the Cambodia country proposal to be relevant, well-balanced and suitably broad in scope, in keeping with changing developments.

31. UNICEF was commended for the focus on community participation and decentralization noted in some proposals (Maldives and Nepal). However, concerns were expressed about the relatively heavy dependence on supplementary funding (i.e. the Cambodian proposal, in which the general resources component was only $2.5 million versus the $7.5 million in supplementary funding); the general lack of reference to child spacing in the various proposals and presentations; and the patchy spread of ORT programmes in the regions. One delegation also expressed concern about the lack of reference to water supply and sanitation programmes in the statements. In a reference to a section in the Philippines supplementary funded proposal on children in situations of armed conflict, one delegation observed that it was not the responsibility of UNICEF to monitor the compliance of countries to international codes or conventions. The declining trend in UNICEF programme allocations to the region, relative to other regions, was noted by some delegations. It was observed that according to most population, poverty and child survival and development (CSD) indicators, Asia remained the area most in need. In 1989, some 56 per cent of infant and child deaths occurred in Asia, while it received only 41 per cent of UNICEF resources. The serious plight of children in South Asia was outlined, and one delegation wanted assurances that programme expenditures on Asia would not decline further. Several delegations also highlighted the problems of poverty and the situation of children in especially difficult circumstances.

32. The importance of women in development was stressed, with particular attention to improving the situation of the girl child. The countries of the South Asian Association for Regional Cooperation (SAARC) referred to their declaration of 1990 as the Year of the Girl Child. There was general agreement that UNICEF should be more unequivocal in its support for family planning and child spacing activities. There was also constant reference to the deteriorating economic environment of developing countries and the need to address this problem globally if improvements in CSD were to be sustained and enhanced. In this respect, some delegations expressed appreciation for UNICEF efforts to expand the development resources available to developing countries through social mobilization, advocacy for adjustment and development with a human face.

33. Several delegations called for increased local procurement in order to boost the economies and self-reliance of developing countries as long as quality was not compromised. Some delegations were concerned that the response to changes in Eastern Europe might reduce development assistance to third world countries. One delegation in particular requested UNICEF to be more active with programmes for children in especially difficult circumstances, including conducting operations research in that area.

Middle East and North Africa

34. The programme of co-operation in Democratic Yemen was presented by the UNICEF representative. This was followed by the Regional Director's overview of UNICEF assistance to the region. It was stressed that the economic situation of the region had deteriorated, although impressive gains in child survival had been made recently.

35. Several delegations appreciated UNICEF activities in the countries of the region, its contributions to CSD and the dedication of its staff, especially in conflict situations. The heroic endeavours to ensure children's health and protection in Lebanon, as well as the Education for Peace programme, were warmly commended. Several delegations praised the assistance to Palestinian children in general and the physiotherapy project in the occupied territories in particular, but stressed that the problems were so enormous that much more needed to be done. The secretariat hoped that the coming years would see more response to the needs of children there.

36. Delegations lauded the Executive Director in his role as Personal Representative of the Secretary-General for Operation Lifeline Sudan in 1989 and underlined the success of that humanitarian effort despite heavy odds. Some delegations noted that Phase II of the operation was just starting and urged all countries to provide timely support to it.

37. The importance of sustainability, child spacing and debt relief was stressed by some delegations. One delegation felt that the increase in the UNICEF budget for the region was insufficient, especially for education and nutrition. Social mobilization efforts in the region were commended by one delegation. The region's focus on the girl child, maternal mortality, female education and literacy and on children in especially difficult circumstances was appreciated. One delegation singled out the successful experiment with vocational education and Koranic schools in the North African countries.

38. In response to a question about whether Operation Lifeline Sudan had diverted attention from regular programmes such as EPI, water and sanitation and education, it was pointed out that while the immense load of the operation had at first put extra pressure on other programmes, those programmes were now running normally.

Interregional

39. Seven interregional programme proposals were submitted for approval. Several delegations expressed general concern with the proliferation of global funds to be managed by headquarters. A report on the impact of such funds was requested, in addition to accounting of their expenditures. In response, the secretariat informed the Board that only 12 per cent of programme funds were devoted to global reserves, and between 80 to 85 per cent of expenditures from these funds directly support country-level activities. In addition, the interregional funds gave UNICEF the flexibility to seize new opportunities for children that might arise in the course of the country programme cycle. In response to the recommendation from one delegation, it was agreed that precise criteria governing the creation of new interregional funds would be reported to the Board at its 1991 regular session.

40. With regard to interregional programmes in general, one delegation requested further information on the ability of UNICEF to reach the very poorest. The secretariat reiterated the commitment of UNICEF to reaching the poorest, as indicated in the goals and strategies for the 1990s, the medium-term plan and the various country programme recommendations before the Board.

41. While expressing support for the proposal to co-operate with WHO in the development of more effective vaccines (E/ICEF/1990/P/L.39), one delegation voiced concern regarding the spread of AIDS through the use of syringes and needles. The secretariat replied that UNICEF had provided special steam sterilizers and funds to train health workers to properly sterilize syringes and needles. Work was also proceeding to develop a single-use disposable syringe for use in the immunization programme. Another delegation said that there had been too much emphasis placed on vaccination and not enough surveillance, so as to determine which immunization activities were most effective.

42. Several delegations, however, were cautious regarding the approval of the vaccine development proposal. It was felt that the proposal would result in deviation from the UNICEF policy not to support basic research. Queries were also raised regarding the capacity of UNICEF to manage such technical research; the relationship with WHO in this programme; the lack of detail on programme activities in the recommendation; the need to discuss further possible options for vaccine improvement and development; and the question of proprietary rights regarding any vaccines that might be developed. The secretariat replied that the programme was not meant to support basic biomedical research, but to support applied and operational research instead, and that the proposal had the support of WHO, with whom UNICEF works closely. One delegation said that it would submit a draft proposal calling for further discussion on the subject through the creation of an expert group. It was also suggested that UNICEF explore with WHO the idea of stimulating the development of vaccines by the private sector. (See chap. IV, decision 1990/11 for the recommendation of the Committee as adopted by the Executive Board.)

43. One delegation, while concurring with the importance of the global communication support programme (E/ICEF/1990/P/L.33), emphasized that it should not

support activities primarily at headquarters, but should focus attention on strengthening field capacity to produce country-specific audio-visual and printed materials. The secretariat replied that the funds would be used totally in support of country programmes, particularly for the development of materials and local capacity-building.

44. Delegations congratulated UNICEF on AIDS prevention efforts to date and expressed overall support for the proposal on that subject (E/ICEF/1990/P/L.34). Several delegations requested assurances that UNICEF efforts would be closely co-ordinated with the WHO Global Programme on AIDS and would be undertaken in the framework of national AIDS control programmes. The secretariat responded that, as clearly stated in the document and in past Board documents on AIDS, UNICEF efforts were always closely co-ordinated with the Global Programme on AIDS and national AIDS control programmes. One delegation asked for clarification on UNICEF support for international meetings on AIDS and the secretariat responded that in most cases, this involved financial support to enable low-income developing countries to participate in relevant AIDS meetings organized by WHO or other groups. (See chap. IV, decision 1990/18 for the recommendation of the Committee as adopted by the Executive Board.)

45. Recommendations on co-operation with Rotary International for polio eradication (E/ICEF/1990/P/L.35) and the Emergency Reserve Fund were approved without comment. The establishment of an education reserve (E/ICEF/1990/P/L.43) was also approved, and one delegation requested that a progress report be submitted to the Executive Board in 1992.

Central and Eastern Europe

46. There was broad support for a modest and temporary UNICEF response to extraordinary emergency situations and for policy analysis and advocacy in Central and Eastern Europe as indicated in document E/ICEF/1990/CRP.4, provided that such assistance was not at the expense of assistance to developing countries. A number of delegations said that it would be necessary to identify actual needs in individual countries and agreed that UNICEF activities should be mainly oriented towards policy advocacy. One delegation said that his Government would be willing to share its national experiences in social policy with interested Governments and that UNICEF could facilitate such exchanges of information. Several delegations affirmed that UNICEF must be responsive to the critical needs of children everywhere, but should give absolute priority to children in the greatest need in developing countries. Some delegations suggested that the Geneva Office could play an important role in co-ordinating any UNICEF assistance in Eastern Europe. (See chap. IV, decision 1990/5 for the recommendation of the Committee as adopted by the Executive Board.)

V. WORLD SUMMIT FOR CHILDREN

47. Many delegations welcomed the initiative of the Governments of Canada, Egypt, Mali, Mexico, Pakistan and Sweden to call for a World Summit for Children, as detailed in document E/ICEF/1990/12 and Add.1.

48. Regarding the question of the level of participation at the Summit, a number of delegations said that the first priority should be to ensure wide high-level participation. It was hoped that Heads of State or Government would be able to

attend, but several delegations said Heads of State or Government should be allowed the flexibility to choose their own representation. The Chairman of the Planning Committee responded that invitations had been sent to Heads of State or Government, but he was confident that members of the Committee would take into account situations where affairs of State might conflict with representation at the highest level.

49. The preparation of two basic Summit documents, a declaration and a plan of action, was supported by many delegations, although some of them said that a separate plan of action would divert from the declaration and the limited time of the Summit did not allow enough time to finalize one. It was stressed that drafts of these documents should be available well in advance of the event. It was agreed that the declaration should be short, concise, eloquent and understandable to all, including children, while the second document should be not just a statement of principles, but a true plan of action. Action at national and local levels should be emphasized, while the need should be recognized for increased international co-operation and mobilization of additional resources, especially for the LDCs. This was important so as to assure that national efforts were supported rather than undermined by unfavourable international conditions.

50. Both the declaration and the plan of action should bring out the context in which global problems such as debt, environment and armed conflict affect the welfare of children, while concentrating, especially in the plan of action, on child-specific, achievable interventions that could be followed up and evaluated. The documents should indicate the strong political commitment on children that will be needed to ensure effective follow-up. Some delegations said that the Summit should specifically address questions such as the impact of structural adjustment programmes on negative resource transfers, as well as on economic and social growth, but others said that there were more appropriate forums in which to discuss those questions, and the Summit should focus on child-specific actions rather than on political and economic issues.

51. Many delegations affirmed that the World Summit for Children should reinforce and influence the international development strategy for the Fourth United Nations Development Decade. The Summit declaration should strongly support and reflect the content of the Convention on the Rights of the Child. Both the recommendations of the World Conference on Education for All and the UNICEF document on development goals and strategies for children in the 1990s (E/ICEF/1990/L.5) should provide key inputs for the declaration and the plan of action. It was also suggested that the results of the Second United Nations Conference on the Least Developed Countries should be taken into account.

52. It was emphasized that the Summit should not be an isolated event, but should be part of a process, and several delegations called attention to the importance of the follow-up stage, which should be prepared for carefully. This follow-up should be related to children everywhere, with priority on children in developing countries.

53. Several delegations stressed that activities related to the Summit must not drain resources from the regular programme budget. The Chairman of the Planning Committee said in his opening remarks that Committee members were adamant that full and complete transparency was required in the financing of the Summit. (See chap. IV, decisions 1990/12 and 1990/13 for the recommendations of the Committee as adopted by the Executive Board.)

VI. FUTURE ROLE OF EXTERNAL RELATIONS

54. Delegations praised the evaluation and analysis of current UNICEF external relations that had provided the basis for the discussion on the future role of external relations (document E/ICEF/1990/L.4). However, several delegations regretted that, with such a good assessment of options and constraints, the policy paper itself did not reflect to a sufficient extent the concerns identified by the evaluation study or by the Board itself. Such concerns included the need for transparency and full accountability with regard to external relations functions, resources and cost-effectiveness; an analysis of the ideas and proposals for concrete measures for reform and improvement at all levels of UNICEF external relations activities; a discussion of the balance between external relations and other UNICEF activities; and a clearer planning approach to assist in the realization of UNICEF goals for the year 2000. Therefore, since a number of delegations felt that the draft resolution contained in the policy paper was inadequate, they volunteered to work on another draft resolution.

55. Several delegations said that the mandates of the various external relations units, including the role of the Geneva Office, needed to be clarified. It was suggested that in view of the unique position of Europe for fund-raising, as well as of the changing circumstances in Central and Eastern Europe, thought should be given to strengthening or upgrading the Geneva Office. One delegation suggested that the Geneva Office be upgraded to a regional office for Europe. Another delegation cautioned against excessive centralization. The secretariat clarified that only offices responsible for country programmes of co-operation could serve as regional offices, and that the Geneva Office was an integral part of New York headquarters. The secretariat also explained that the policy function had been moved from Geneva to New York and that there was no fund-raising section in the Geneva Office. Bearing this in mind, delegations reiterated that a strong and efficient Geneva Office could be instrumental in co-ordinating any UNICEF activities in that region.

56. One delegation pointed to the confusion created by the use of the term "external relations" itself, which encompassed many functions that were different in character and sometimes unrelated. While believing that a close watch should be kept on the essential functions of external relations, this delegation felt that little would be gained from further study. Rather, the Executive Director should draw his own conclusions from the work under review and the Board debate, and report in future on the steps taken in the light of the situation as it developed. Another delegation stressed that the Board should take specific action to continue to strengthen and enhance the external relations function in accordance with the findings and recommendations of the evaluation report and to establish a basis for monitoring external relations operations. It should also seek further clarifications on specific aspects of the function that remained unclear.

57. Delegations noted that, considering the size of the budget earmarked for external relations activities, there was a lack of transparency and, thus, of financial control, and expressed the view that the Executive Board should determine the most effective use of funds. One delegation criticized the fact that there was no financial code for external relations activities and that the Board did not know with any precision how much was spent on external relations. The same delegation then proposed the establishment of a four-year "external relations plan" that would set out goals, objectives, activities, outputs, resource requirements and the framework for impact evaluations. The plan would become the basis for budgeting

over two bienniums. Another delegation suggested that, in light of ongoing changes in this area, the level of resources devoted to external relations established for the current biennium be kept at current levels until the issues raised in the evaluation report could be fully addressed. In this way, it was hoped to establish an overall level of expenditure and to allocate resources based on priorities.

58. The secretariat replied that the system currently in place provided the correct financial coding for such activities as advocacy, social mobilization, mass media and project support, and noted that the planning and budgeting of external relations functions were reported on in the same way as programme and other sectors of the organization and should not be dealt with separately. It was felt that holding the budget at current levels might cause the external relations sector to be excluded from the next budget cycle, effectively freezing its budget until the beginning of 1994, with real losses. The Committee was also informed that a management study was under way which, when completed, would allow for the establishment of a comprehensive coding system that took into account real costs.

59. Questions were raised about participation of an unusually high number of headquarters and regional staff in symposia and meetings in capitals. The secretariat said that it was often necessary to have headquarters or other staff present in order to be able to shift to the utilization of new approaches in a shorter period of time. Moreover, it was an effective means of providing in-service training to UNICEF staff members, as well as other participants.

60. There was general support for the country approach recommended in the report for UNICEF external relations work in industrialized countries, although one delegation questioned the logic of adopting this framework for fund-raising and advocacy work. A number of delegations underlined the importance of integrating such activities into regular programme processes in developing countries and of taking into account the situations of individual countries. These delegations testified to the positive effects of global programme advocacy on programme delivery. One delegation emphasized that where external relations functions were included in a country programme, the secretariat should ensure that the activities, including current activities, achievements, particular constraints, impact and future plans, were detailed in the country programme recommendation. The secretariat agreed that the country programme recommendations should indicate some aspects of external relations.

61. Referring to the role of National Committees for UNICEF, one delegation stressed that the country programme approach here should focus on the co-ordinated support of national partners and make positive use of the countries' feedback on the potential usefulness of intended global advocacy thrusts, information materials and international fund-raising action. Assurances were sought from the secretariat that this approach would not consist of planning by headquarters of what actions should be undertaken by UNICEF national partners. The primary requirement was for increased effectiveness and the strengthening of partnerships through two-way consultations. The proposed review of recognition agreements was welcomed by several delegations. One delegation noted with satisfaction UNICEF involvement with parliamentarians and urged UNICEF to pursue further efforts in this area. The secretariat noted that this collaboration would be evaluated.

62. A number of delegations welcomed the revitalization of the External Relations Committee, noting with interest the intention to invite National Committees to participate in certain meetings. Although it was felt that the revival of the

External Relations Committee would not in itself solve all of the shortcomings, there was cautious optimism that it would provide for improved management, strategic thinking and co-ordination. It was noted, however, that the role and activities of the Committee had not been clarified.

63. Several delegations discussed the role of the Greeting Card Operation (GCO). One delegation stressed that the importance of a continued entrepreneurial spirit should not be underestimated. Another delegation wished to see further action taken in accordance with the major findings of the evaluation and GCO brought into closer contact with UNICEF. Referring to the move of external relations programmes and staff to GCO, one delegation remarked that when cost-effectiveness was in question, a further shift of staff positions to areas not specifically subject to Board approval appeared questionable. In response, the secretariat said that GCO had special rules and was subject to rigorous control through mechanisms such as the Greeting Card Committee and the annual submission to the Board of a detailed budget. (See chap. IV, decision 1990/14 for the recommendation of the Committee as adopted by the Executive Board.)

VII. THE BAMAKO INITIATIVE

64. In discussing the Bamako Initiative, as presented in document E/ICEF/1990/L.3, many delegations considered the report to be frank, candid and reassuring. The cautious and pragmatic approach that was being followed by UNICEF was appreciated by some delegations. However, some delegations observed that further clarifications of some of the basic issues were still needed, and one delegation requested a systematic analysis of lessons drawn from experiences to date.

65. The acceptance of the Initiative as a long-term strategy in national capacity-building for PHC was widespread, with one delegation citing it as the best possible means of implementing and sustaining the action required to reach the health goals of the 1990s. The progress already made by some African countries in implementing the preparatory phase was acknowledged. Community involvement and control were considered by several delegations to be key components of the Initiative. However, a number of delegations stressed that going to scale in a general way would be premature since experience had to be gained in a small number of countries before other efforts were undertaken.

66. The need for careful operations research and monitoring and evaluation mechanisms was raised. Continued caution on the speed of implementation was suggested by several delegations. Other concerns were expressed on issues of community control of finances, equity, the possibility of decreasing utilization of services with the introduction of cost-recovery mechanisms and the rational use and overall management of essential drugs. Several delegations requested for further information regarding problems such as local community administration and foreign exchange for the repurchase of drugs.

67. Some delegations stressed the need for close collaboration between UNICEF and WHO, given the mandate of the latter in this area. Of particular importance were the need to establish national drug policies, the logistics of essential drug supplies and the rational use of drugs, including the widespread use of treatment schedules and the dissemination of popular knowledge. It was requested that these concerns be addressed in the yearly progress report presented to the Executive Board. One delegation noted that UNICEF and WHO were at times still giving the

Initiative an overly strong orientation towards essential drugs. The lack of use of UNICEF general resources also tended to create a "mixed message" regarding the position of UNICEF on the Initiative.

68. The secretariat noted with appreciation the many supportive remarks expressed on the Initiative. It also noted the potential of the Initiative for long-term sustainability in financial, technical, political and managerial terms, agreeing that it provided the best prospect for implementing and sustaining PHC. The commitments of communities, Governments and donors were critical to success, however, with the latter in particular playing a crucial role in facilitating start-up actions. While recognizing the need for caution in the speed of implementation, the challenge was to reach a sufficient level of implementation in order to identify and solve problems such as the impact of user fees, equity, foreign exchange and the rational use of drugs. In all of those areas, continuous monitoring, analysis and operations research were useful tools.

69. On a question of the dominance of supplementary funding for the Initiative, the secretariat responded that this situation was already changing. As countries adopted the Initiative as the central national strategy for enhancing MCH within the framework of PHC, country programmes would reflect this fact. General resources, however, would clearly be insufficient to meet the needs of the countries, and it was important that supplementary funds be made available, as indicated in the 1990 progress report. Close collaboration would continue between UNICEF and WHO in the development and implementation phases of the Initiative. (See decision 1990/15 for the recommendation of the Committee as adopted by the Executive Board.)

VIII. SAFE MOTHERHOOD

70. Delegations expressed their satisfaction with the report on safe motherhood (E/ICEF/1990/L.13), which presented a well-balanced and informative review of the nature, magnitude and causes of maternal mortality. UNICEF was commended for giving priority attention to the issue of safe motherhood, with particular emphasis on reducing maternal mortality by one half by the year 2000.

71. One delegation stressed the importance of the role of men in the reduction of maternal mortality, noting that this area was not dealt with in the report. The view was expressed that the high mortality rates were a reflection of the poor status of women in society. Activities in the area of safe motherhood, therefore, were crucial to overall efforts to improve the condition of women.

72. The need for UNICEF to actively support family planning was stressed by many delegations. Readily accessible family planning services and counselling would provide both women and men with information about responsible parenthood. As noted by several delegations, family planning activities would help to prevent unwanted pregnancies, reduce the high prevalence of illegal abortions and lower the birth rate, thereby contributing to improved maternal health. The major concern was to ensure that women had safe pregnancies and deliveries.

73. The important role of traditional birth attendants (TBAs) was underscored by several delegations. While one delegation mentioned their success in the field of safe motherhood, another delegation stressed the difficulties of maintaining the services of trained TBAs, including the lack of proper remuneration, adequate

equipment facilities and transport. UNICEF was urged to strengthen and upgrade TBA training. The secretariat concurred with the comments on TBAs, explaining that UNICEF was the principal provider of support for TBA training and was planning to extend that support to auxiliary nurse/midwives because of their higher basic qualifications, as well as to provide the necessary supervision. It was also mentioned that TBAs were in the best position to advise on family planning and child spacing matters.

74. Several delegations stressed the necessity of having well-trained paramedical personnel. Another delegation mentioned the need for adequate transport at all health centres and requested UNICEF assistance in this area. The secretariat responded that this was not practical and suggested that the construction of maternity "waiting houses" for at-risk cases in adjoining maternity centres might provide a possible solution. It was also pointed out that assistance should be given to secondary health centres. One delegation commented that as South Asia accounted for one quarter of the world's maternal deaths, it should receive more assistance. With regard to iron deficiency anaemia, which is a major cause of maternal mortality, UNICEF has played a leading role in providing some 650 million iron folate tablets.

75. In acknowledging the important role of information in this area, several delegations urged UNICEF to strengthen its advocacy and social mobilization efforts to ensure not just the traditional provision of prenatal, adequate delivery and post-natal services, but also the generation of political will and people's participation. Delegations supported the close collaboration of UNICEF with other agencies, especially WHO, UNFPA and the World Bank, in the safe motherhood initiative, and fully endorsed UNICEF proposals and the concept of safe motherhood as a means of achieving a significant reduction in maternal mortality rates. (See chap. IV, decisions 1990/16 and 1990/18 for the recommendations of the Committee as adopted by the Executive Board.)

IX. WOMEN IN DEVELOPMENT

76. Delegations reiterated their strong support for the UNICEF policy on women, expressing appreciation for the successful examples of its implementation in the selected countries noted in the progress report on achievements made in the implementation of UNICEF policy on women in development (E/ICEF/1990/L.1). Several delegations reaffirmed the important role of women in socio-economic development and the critical link between their improved status and the well-being of children. They cited national experiences to illustrate the increased efforts of Governments to enhance the position of women through women's education, legal status and economic activities.

77. UNICEF was commended for pursuing an integrated approach in the country programme process, whereby women's multiple roles and concerns were taken into account. The technical involvement of women in UNICEF-supported water programmes was highly appreciated. However, several delegations stressed that much more had to be done to accelerate the implementation of the integrated approach in all programme areas. They were particularly critical of the continuation of small-scale traditional women's projects that were isolated from mainstream development activities, which raised concerns about their impact and sustainability. Delegations, therefore, endorsed the recommendations in the report for rigorously monitoring and evaluating those projects. Monitoring and evaluation

were also stressed as essential for the collection of gender-differentiated data and the identification of the level and quality of women's participation, lessons learned and obstacles encountered in incorporating the women's dimension into mainstream development.

78. There was unanimous approval by delegations of increased UNICEF involvement in the promotion of the status and well-being of the girl child. Many delegations commended the initiative of SAARC in observing 1990 as the Year of the Girl Child and welcomed the high priority given to the girl child in the South Asia, Middle East and North African regions. Delegations called for special priority programmes to improve the health, nutrition, education and social status of the girl child, based on country-specific conditions, to enable her to grow into a healthy woman with a positive self-image. Several delegations emphasized the need for programmes in health, family planning, education and vocational training for adolescent girls and encouraged UNICEF to promote activities to address those issues. UNICEF was also urged to assume a major role in advocacy for the girl child and adolescent girl (see chap. IV, decision 1990/17 for the recommendation of the Committee as adopted by the Executive Board).

79. Some delegations expressed concern that the targets set by the Executive Board in 1988 for the implementation of the policy and strategy on women by 1990 had not been met. They inquired in particular about the following targets: (a) that all country programmes would be fully responsive to the objectives of the policy; (b) that the major components of the strategy would be built into most country programmes; and (c) that 50 per cent of UNICEF staff would receive the sensitivity, awareness and skills training necessary to facilitate the incorporation of women's and girls' needs and concerns into core country programme formulation, both as a perspective and as a target for action.

80. In response, the secretariat acknowledged that progress had indeed been slow owing partly to the strong emphasis on health goals and the vacancy in the Senior Adviser's post at headquarters. However, training activities had been strengthened in gender analysis and the women's dimension was being incorporated into all country programmes with the support of regional advisers. The presence of qualified national Professional officers in many UNICEF country offices had also helped to further the implementation of the policy, which still remained the responsibility of the country representative.

81. Delegations also requested clarification about the budgetary allocation for women which had been stated in the report of the Executive Director as having risen from 23 per cent in 1987 to 29 per cent in 1989. They also inquired about the internal accountability system and wanted to know how country representatives, regional officers and headquarters staff worked to implement it. The secretariat explained the methodology for the breakdown of resources for women in development and the interactions between field and headquarters staff through the country programme process to implement the UNICEF policy.

82. Delegations generally endorsed the recommendations contained in the report which emphasized the collection of gender-disaggregated data, gender analysis of different programmes, the girl child, advocacy on girls' and women's issues and staff training. UNICEF was requested to ensure the direct participation of women at the grass-roots level in programme planning, implementation, monitoring and evaluation. Several delegations stressed the need to expand activities in employment and income-generation to enhance women's economic status and

self-reliance. One delegation stressed that the issue of limited funds should not be made an obstacle to implementing women's development programmes. The role of men in resolving problems affecting women was highlighted as requiring particular attention by UNICEF. Delegations expressed appreciation for the existing collaboration between UNICEF and WHO, UNESCO, UNFPA, the United Nations Development Fund for Women and other agencies of the Joint Consultative Group on Policy, bilateral organizations and NGOs and urged UNICEF to intensify this collaboration. Strong emphasis was also placed on the exchange of experiences among UNICEF-assisted countries.

X. STRATEGY FOR IMPROVED NUTRITION

83. Delegations generally agreed that the proposed strategy for improved nutrition of children and women in developing countries (E/ICEF/1990/L.6) was an innovative approach that would guide developing countries in their efforts to achieve the nutritional goals for the 1990s. There was also agreement that nutrition should be seen as an outcome of actions and processes in many different sectors. It was particularly appreciated that the strategy suggested a method or an approach rather than a package of technical interventions. This approach of assessment, analysis and action, "triple-A" for short, was seen as a very relevant and powerful method to accelerate the improvement of nutrition. Some delegations said that the triple-A approach could be useful in all types of development programmes.

84. Several delegations emphasized the multisectoral nature of the nutrition problem and agreed that the proposed conceptual framework reflected this. The importance of elements such as access to PHC, simultaneous disease control, breast-feeding, nutrition education and maternal nutrition was frequently stressed. Some delegations said that the conceptual framework could be a useful tool to view malnutrition as a social problem. The fact that the approach recognized the different levels of society and facilitated analysis of their interaction was also seen as important. However, one delegation, stated that the report should have included an evaluation of nutrition strategies used to date and that the operationalization of the strategy and the cost of its implementation should have been discussed further.

85. Several delegations representing developing countries supported the new strategy based on their own experiences in efforts to improve the nutrition situation. The strategy was viewed as particularly useful in encouraging participation through social mobilization, but it was also stated that people should be encouraged not only to design and implement programmes, but also to decide on the necessity of nutrition programmes at all.

86. Several delegations stressed the need to empower women through education, access to land and credit and participation in decision-making as crucial actions in a nutrition strategy. Some delegations were of the opinion that the proposed strategy did not fully recognize that fact. In addition, it was stressed that in order to serve difficult to reach families at risk, PHC services for mothers and children should be strengthened. One delegation also said that the document should have more effectively addressed the importance of women as food providers as well as food security issues. Another delegation stressed that the problem of malnutrition could not be isolated from the overall socio-economic conditions of developing countries.

87. The fact that the proposed strategy suggested the reorientation and focusing of existing UNICEF-supported sectoral programmes rather than the preparation of new nutrition programmes or projects was welcomed by several delegations. The important role of community-based monitoring, including nutrition surveillance, in such a transformation was appreciated. Some delegations, however, expressed concern that the strategy lacked an action plan with estimated costs. (See chap. IV, decision 1990/19 for the recommendation of the Committee as adopted by the Executive Board.)

XI. ACUTE RESPIRATORY INFECTIONS

88. The Executive Board generally welcomed the policy review on acute respiratory infections (ARI) contained in document E/ICEF/1990/L.7. Several delegations emphasized the heavy toll of ARI on young children, which accounts for between 25 and 35 per cent of deaths among children under five years old in many countries. For this reason, increased attention at national and international levels was considered to be long overdue. None the less, some delegations endorsed the relatively cautious, phased approach outlined in the policy review. Two delegations further emphasized the importance of evaluating the three-country project now under way (involving Bolivia, the Gambia and Thailand) in order to guide programme development in other countries. In this regard, one delegation underlined the importance of co-ordinating the technical assistance of the Johns Hopkins University (United States) with that of WHO and other organizations. The importance of keeping abreast of current research was also underlined.

89. One delegation stressed the need to integrate ARI control activities into broader PHC strategies and cautioned against the proliferation of vertical programmes. While agreeing with this general principle, others stressed the complex and difficult nature of ARI control activities and recognized the need for special attention and support to launch national programmes.

90. Many delegations highlighted the need for comprehensive and well-organized training strategies within national ARI programmes, as well as within overall health education programmes. It was noted that the signs and symptoms of pneumonia should be carefully taught to health workers and parents. Once pneumonia was diagnosed, it had to be closely monitored, especially in the early stages of national programmes, and the administration of antibiotics also required regular supervision. One delegation noted the need to secure the support of paediatricians and medical associations in the process in order to ensure the long-term viability of national ARI programmes. The continued development of appropriate technologies to facilitate diagnosis and treatment (e.g., 30- and 60-second timers and oxygen concentrators) received strong endorsement.

91. The potential misuse of antibiotics was mentioned by some delegations. To guard against this danger, careful supervision of health workers and monitoring of the use of antibiotics was encouraged. In addition, however, the need to increase access to antibiotics, while at the same time ensuring their rational use was also recognized, as was the need for increased affordability of the drugs prescribed.

92. Several delegations stressed the importance of further developing preventive strategies related to the control of ARI. Although the major risk factors for ARI were known (including malnutrition, low birth weight, smoke inhalation, etc.), much less was understood about their relative importance and/or specific relationship to

the prevention of pneumonia. Continued operational research in this area, as well as intensified work on an appropriate vaccine, was described as essential.

93. One delegation requested that annual reports be submitted to the UNICEF Executive Board on UNICEF assistance to national ARI control programmes, while another delegation requested that the secretariat prepare a comprehensive strategy paper on ARI control, including an evaluation of the three country study, for the 1992 session of the Executive Board. It was also suggested that research and results from national programmes be disseminated as part of a global co-ordination effort.

94. All delegations encouraged continued close co-operation with WHO at national, regional and global levels. The recommendations contained in paragraph 24 of the review also received strong endorsement from the Executive Board.

95. The secretariat expressed its appreciation for the supportive comments and underlined UNICEF interest in preventive strategies related to ARI, but also emphasized that more research was necessary before effective programme strategies could be developed. The danger of the misuse of antibiotics was recognized and the secretariat concurred with delegations that the best way to guard against this problem was through careful training and supervision of health workers who diagnose and treat pneumonia. Finally, delegations were assured that close co-operation with WHO in all aspects of ARI control would continue at both global and country levels.

XII. UNICEF PARTICIPATION IN UNITED NATIONS OPERATIONAL ACTIVITIES FOR DEVELOPMENT

96. The Deputy Executive Director (Programmes) introduced the paper on UNICEF participation in United Nations operational activities for development (E/ICEF/1990/L.8), emphasizing the special role and responsibility of UNICEF to support new opportunities for multilateral action that would require more concerted inter-agency action. Several delegations emphasized the importance of strengthening the co-ordination capacity of recipient countries. Some delegations stated that the leadership of the United Nations Development Programme (UNDP) should be recognized for overall co-ordination, while different agencies should have sectoral responsibilities. UNICEF, with its multisectoral programmes, should participate fully in co-ordination efforts. The need for collaboration with other United Nations agencies such as WHO and UNFPA on AIDS, essential drugs and family planning was especially stressed. Delegations also supported the emphasis on the human dimension of development as a basis for inter-agency action and noted UNICEF achievements in this area.

97. One delegation urged the secretariat to establish closer links with the Non-Aligned Movement, particularly at an upcoming (May 1990) meeting on health issues. Another delegation supported the UNICEF approach and stressed the primary role of the recipient Government in co-ordinating activities of the United Nations system. Yet another delegation commended UNICEF for its widespread collaborative efforts and encouraged further action, particularly in strengthening country-level mechanisms. The same delegation also stressed the need for greater collaboration with the Office of the United Nations High Commissioner for Refugees (UNHCR); urged that the Consultative Committee on Substantive Questions (Operations) should strengthen its focus on common themes; and strongly encouraged

UNICEF to work with its partners in the United Nations system. Another delegation expressed concern that agencies might extend their activities into areas not covered by their mandates, adding that UNICEF should resist the temptation to address areas such as literacy or food security and production, which were better addressed by other agencies. Moreover, issues such as the environment, women in development and family planning should be integrated into all UNICEF programmes and should not be implemented separately.

98. It was stressed that particular emphasis should be paid to low-income countries so that programme processes would integrate thematic, sectoral and sub-sectional issues. In addition, UNICEF should co-operate with the Director-General for International Economic Co-operation in implementing General Assembly resolution 44/211 on operational activities for development.

99. Several delegations emphasized their appreciation for UNICEF efforts and achievements in inter-agency collaboration. However, as UNICEF extended its involvement in non-traditional areas, it was recommended that it examine how best to share responsibility with other agencies. Close co-operation with the United Nations Relief and Works Agency and UNHCR should receive priority attention. One delegation felt that the report should have elaborated further on how UNICEF planned to help strengthen the capacity of recipient Governments to plan and co-ordinate, and the steps UNICEF would take to ensure that its programmes were consistent with national programmes. The same delegation said that it would welcome UNICEF views on the following: its special relationship with UNDP; the appropriate division of labour within the United Nations system for in-country co-ordination; whether UNICEF equated the resident co-ordinator with the UNDP resident representative; and how cross-participation in programme processes might be carried out. The importance of structuring the United Nations system around the needs of the recipient country was emphasized. The secretariat was requested to highlight field-level implementation of those issues in its report to the 1991 Executive Board session.

100. In response, the secretariat expressed its appreciation for the encouragement and support for UNICEF efforts and for the proposals contained in the report. The full commitment of UNICEF to the leadership role of the recipient country in co-ordinating external assistance was emphasized, and it was indicated that UNICEF would explore the proposal for greater collaboration with the Non-Aligned Movement. The secretariat noted that UNICEF was also eager to strengthen co-operation with UNHCR and intended to initiate discussions with the High Commissioner in the near future. Regarding the resident co-ordinator system, the secretariat added that recent progress in the Consultative Committee on Substantive Questions (Operations) should contribute considerably to long-needed improvements. With reference to programme processes, the importance of cross-participation that builds upon the respective strengths of each organization's mandate and processes was emphasized. (See chap. IV, decision 1990/21 for the recommendation of the Committee as adopted by the Executive Board.)

XIII. UNESCO/UNICEF JOINT COMMITTEE ON EDUCATION

101. The Deputy Executive Director (Programmes) introduced the report on the first meeting of the UNESCO/UNICEF Joint Committee on Education (E/ICEF/1990/L.11) and the observations of the Executive Director on the Joint Committee (E/ICEF/1990/L.12). The Assistant Director-General for Education of UNESCO

stressed that organization's desire for close collaboration with UNICEF within the overall context of the commitment to achieve Education for All. Co-operation would be explored at country, regional and global levels, and UNESCO had offered to organize a small secretariat to facilitate progress towards achieving Education for All.

102. Dissatisfaction was expressed by a group of delegations about the very late submission of documents on this item. Several delegations congratulated UNICEF on being part of the global Education for All initiative that hopes to address the major problems facing basic education. They stressed the benefits of collaboration with other agencies, as well as with donors, NGOs and financial institutions, and expressed the hope that this would continue in follow-up activities to the World Conference on Education for All that was held in Jomtien, Thailand, from 5 to 9 March 1990. The establishment of the Joint Committee was welcomed, and the establishment by UNICEF of a basic education reserve was approved (see document E/ICEF/1990/P/L.43). One delegation stressed that the reserve should be oriented towards policies that promote the basic education of children.

103. The importance of providing basic education for girls and women was emphasized, with particular attention to the co-ordination of efforts in eradicating illiteracy and gender disparity; in reducing drop-out rates among girls, especially in remote areas; and in providing facilities for pre-school education and informal and adult literacy education for women.

104. One delegation suggested that basic education should include skills training, and, in addition, urged UNICEF to consider supporting programmes aimed at improving educational planning, service delivery and the quality of personnel. The inclusion of training in projects for health, sanitation and crafts, especially for girls, the handicapped and refugees, was also urged. It was further stated that education was a necessary component of the development process.

105. The secretariat, in response, indicated that the World Conference had, for the first time, defined basic education. Co-ordination with other agencies would be an important aspect of follow-up activities, but the particular roles of various agencies would be respected. UNESCO, for example, would be primarily responsible for technical advice, and the roles of other agencies would evolve in time.

106. In response to a question as to why there would be a second meeting of the Joint Committee in 1990, the secretariat said that this was necessary in order to capitalize on the momentum created by the World Conference. (See chap. IV, decision 1990/23 for the recommendation of the Committee as adopted by the Executive Board.)

XIV. INTERNATIONAL CHILD DEVELOPMENT CENTRE

107. The Director of the International Child Development Centre in Florence, Italy, also known as the Innocenti Centre, introduced the progress report on the Centre's first full year of operations (E/ICEF/1990/L.9). Delegations expressed satisfaction with the quality of the Centre's work to date and with the four programme areas identified for focused attention during its initial three-year phase. Several delegations also expressed their gratitude to the Government of Italy for the generous support provided for the work of the Centre.

108. Delegations stressed in particular the importance of the Centre's work on national capacity-building for CSD in Africa and of integrating this effort into regular country programmes. It was suggested that, whenever appropriate, ideas developed at the Centre in this and other programmes should be further refined with the regional offices for adaptation and utilization at the country level.

109. Support was also expressed for the policy analysis on special child and family-related issues such as the rights of the child, children in especially difficult circumstances, the needs of the urban child and child poverty in industrialized countries. One delegation noted the proposed policy studies on the rapidly changing, transitional situations in Eastern Europe and expressed the view that these activities should be funded through supplementary funds. Some delegations referred to the value of studies undertaken by the Centre, which used cases and data from industrialized as well as developing countries. One delegation noted with satisfaction the collaborative activities under way with the UNICEF host institution in Florence, the Instituto degli Innocenti, and another delegation proposed that the Centre's work should be continued beyond the end of its initial phase in 1991.

XV. EMERGENCY OPERATIONS

110. In presenting the report on emergency operations in 1989 (E/ICEF/1990/11 and Corr.1), the Deputy Executive Director (Programmes) pointed out that emergency assistance was generally linked to rehabilitation, which led in turn to long-term development assistance. Because of its continued involvement in emergency assistance following natural disasters, UNICEF intended to participate in the International Decade for Natural Disaster Reduction. In this context and in light of increasingly complex emergencies due to recent world events, a Director for Emergency Programmes had been appointed to systematize and streamline the UNICEF response to emergencies.

111. Delegations expressed appreciation for the role of UNICEF in emergencies. One delegation, noting the special role of UNICEF in meeting the needs of children in armed conflict, suggested that the World Summit for Children issue a series of principles on the privileged position of children in times of war. Other delegations mentioned the importance of collaboration with other organizations of the United Nations system, Governments and NGOs, as well as of strengthening UNICEF capacity in all aspects of emergency response within the framework of the International Decade for Natural Disaster Reduction. The importance of meeting the psychological needs of children orphaned by disasters was also mentioned.

112. Several delegations said that the report should have been more analytical and requested that the next report on the subject include information on operations and budgeting. It was stressed that UNICEF participation in any emergency situation should be based on a request from the country in question and that United Nations agencies should co-ordinate their funding appeals. It was also pointed out that in view of the complex responses required by emergencies, as well as the evident link between external relations activities and emergency response, the role of UNICEF in such situations should be clarified further. In this connection, substantive information and an in-depth policy discussion on this subject should be presented to the Executive Board in 1991.

113. The secretariat, noting the format and substance of the comments, agreed to the inclusions requested in the next report on emergency operations to the Board, along with draft guidelines on UNICEF participation in emergency operations. In response to a comment that Operation Lifeline Sudan should have received a more thorough independent analysis and evaluation, the secretariat said that an independent study was being prepared not only on the operation, but on the entire Horn of Africa. It would be similar to *Children on the Front Line* and would be disseminated as soon as possible. (See chap. IV, decision 1990/22 for the recommendation of the Committee as adopted by the Executive Board.)

Annex II

REPORT OF THE COMMITTEE ON ADMINISTRATION AND FINANCE ON ITS MEETINGS HELD AT UNITED NATIONS HEADQUARTERS FROM 25 TO 27 APRIL 1990

I. ORGANIZATION OF THE SESSION

1. The Committee on Administration and Finance of the United Nations Children's Fund (UNICEF) held four meetings, with Ms. Hoda Badran (Egypt) as Chairman, assisted by the Vice-Chairman, Mr. Takeshi Kagami (Japan).

2. The provisional agenda contained in document E/ICEF/1990/1/Rev.1, annex II, was adopted by the Committee. Observations and inquiries were made by delegations on each agenda item. The secretariat provided clarifications and answers prior to the Committee's action on each item.

II. REVISED BUDGET ESTIMATES FOR THE WORLD SUMMIT FOR CHILDREN AND SUMMIT-RELATED MOBILIZATION ACTIVITIES

3. The Committee considered the following:

(a) Revised budget estimates for the World Summit for Children and Summit-related mobilization activities (E/ICEF/1990/AB/L.11);

(b) Report of the Advisory Committee on Administrative and Budgetary Questions on the revised budget estimates for the World Summit for Children and Summit-related activities (E/ICEF/1990/AB/L.3).

4. Delegations expressed their appreciation for the comments received from the Advisory Committee on Administrative and Budgetary Questions on the revised budget estimates, since these comments facilitated the work of the Committee.

5. Several delegations supported the comment of the Advisory Committee that it was difficult to relate the size of the proposed Summit secretariat to the activities planned, and for this reason, the revised budget estimates lacked transparency. The secretariat responded that the documents submitted to the December 1989 special session of the Executive Board and those submitted to the regular session provided details on staffing and the work plans. The secretariat indicated that it would be pleased to respond to specific questions and to share the work plans of the Summit secretariat with interested delegations.

6. A number of delegations wanted assurances that preparations for the Summit would not interfere with the regular work of UNICEF, particularly at headquarters. In response, the secretariat explained that the request for additional posts had been made precisely to avoid this occurrence and that the provision for consultants would enable UNICEF to undertake activities beyond the nature and scope of its regular work. As an example, the secretariat informed the Committee that more than 6,000 journalists were expected to cover the Summit, and the complex media arrangements required would exceed the secretariat's in-house capacity.

7. Several delegations stressed the need for a lean, trim and cost-effective budget. They expressed concern about budgetary provisions for meetings of the

Planning Committee in foreign capitals and costs related to meetings and support (budget code 99). The secretariat responded that when the budget was prepared, only three meetings of the Planning Committee had been envisaged, but the Committee and its working groups had now scheduled 14 meetings. The increased cost of the additional meetings would be offset by the savings that would accrue, since the meetings would now take place in New York.

8. With regard to meetings and support costs (budget code 99), the secretariat explained that these figures were based on maximum estimates provided by the United Nations and savings would be assured if some of these costs were not incurred.

9. Some delegations said that the funding for the Summit itself and related mobilization activities should not be charged to general resources. The secretariat responded that the Executive Director was looking forward to the contributions from Governments that would provide all the funding necessary to make this event a success. The secretariat also said several Heads of State had already accepted the Secretary-General's invitation, and the Summit secretariat had to move ahead quickly with its preparation for the Summit-related mobilization activities. The secretariat further assured the Committee that expenditures for the Summit meeting and Summit-related mobilization activities would not be drawn from UNICEF resources already earmarked for specific programmes, but would be debited temporarily from cash reserves, as authorized by the Executive Board in December 1989 (see decision 1989/31, E/ICEF/1989/17). It was also stressed that there was a need to continue using the cash reserves until the voluntary contributions were received.

10. One delegation stated that countries should be able to make contributions to the Summit and related mobilization activities in national currencies. The secretariat responded that all expenses for the Summit and related mobilization activities would be incurred in United States dollars; contributions in non-convertible currencies would be extremely difficult to use and, therefore, not appropriate.

11. Several delegations recommended that the 5 per cent restriction recommended by the Advisory Committee on Administrative and Budgetary Questions for transfers between budget categories was not appropriate for this special event because the Summit budget was different from the regular administrative budget. The secretariat welcomed this recommendation.

12. One delegation requested information on the total commitments and expenditures incurred to date, noting that the rent for additional office space should not exceed the $225,000 indicated in the revised budget estimates. The secretariat responded that the total commitments and expenditures to date amounted to $245,000 for the Summit and $292,000 for related mobilization activities, compared to the interim ceilings established by the Board of $700,000 and $650,000, respectively. The secretariat assured the delegation and the Committee that the amount of $225,000 for rental of additional office space would not be exceeded. (See chap. IV, decision 1990/24 for the recommendation of the Committee as adopted by the Executive Board.)

III. HEADQUARTERS OFFICE ACCOMMODATION

13. The Committee considered the Executive Director's recommendation that he be authorized to sign a 14-year lease for one additional floor of headquarters office space, consisting of 40,000 square feet at 333 East 38th Street (E/ICEF/1990/AB/L.9). Three delegations expressed strong reservations about the proposal. Many delegations said that they were surprised that the secretariat was seeking additional headquarters office space only three years after moving into the new UNICEF House. Questions were raised regarding the need for this expansion and the overall growth of posts at New York headquarters which, according to paragraph 9 of the recommendation, have increased from 423 posts in 1984 to 557 posts in 1990, or by 134 posts. Many delegations expressed their concern about this growth at headquarters.

14. One delegation said that the difficulties posed by the space constraints were understandable, but was of the opinion that this inconvenience could be endured pending the development of a cost-effective solution to present and future UNICEF office accommodation needs at headquarters. It was suggested that the secretariat should make maximum use of the existing space at UNICEF House, even if this were inconvenient in the short term.

15. One delegation indicated that it would be important to have the views of the Advisory Committee on Administrative and Budgetary Questions on this matter and that it would not be prudent to take a decision at this session of the Executive Board.

16. The Committee expressed the view that the actual terms of any proposed lease should also be considered by the Advisory Committee. One delegation expressed the view that the proposed rental of headquarters office space should be considered in the context of personnel policies and functions and the medium-term plan.

17. The secretariat responded that when the move to UNICEF House was proposed in 1984, it had been pointed out that one important disadvantage was the limited space for future growth. The growth of UNICEF had exceeded all projections, and although there had been an increase in the overall number of core and project posts at headquarters, there had been much faster growth in the field. It was pointed out that after reviewing the work of headquarters' divisions, the External Auditors had observed that several of these divisions were understaffed and could not meet the challenges of their work-load. There were currently 60 vacant posts at headquarters that could not be accommodated due to space constraints. In many cases, there was more than one staff member to an office. In addition, the UNICEF Global Staff Association (GSA) had requested 2,500 square feet of space to provide day-care facilities for the children of staff members.

18. In response to a question on the UNICEF policy on submitting requests for office space to the Executive Board, it was pointed out that in the past UNICEF had submitted office accommodation requests for field offices requirements directly to the Advisory Committee. Although the secretariat explained that the postponement of a decision on additional office space would put UNICEF in a very difficult situation, one delegation proposed a resolution requesting that this issue be referred to the 1991 Executive Board. (See chap. IV, decision 1990/25 for the recommendation of the Committee as adopted by the Executive Board.)

IV. ESTABLISHMENT OF A RESERVE FUND FOR FIELD OFFICE ACCOMMODATION AND STAFF HOUSING

19. Several delegations spoke in favour of creating a reserve fund for the acquisition of field office premises and staff housing (E/ICEF/1990/AB/L.8). It was felt that the existence of such a fund would allow for better control and more transparency in the acquisition of such assets by UNICEF.

20. Two delegations requested for an explanation of the decision to establish the fund at $25 million. They also inquired about the methodology used to determine the percentage split between office accommodations and staff housing noted in the annex. The secretariat explained that the size of the fund and its percentage usage were decided after several inter-agency meetings that had been held to determine the needs for joint facilities in the field.

21. Two delegations said that they were concerned that the establishment of the fund could reduce the resources available for UNICEF programmes. The secretariat noted this concern, but pointed out that the use of the fund would enhance programme delivery and staff welfare in the field. Based on the suggestion of one delegation, it was agreed that the size of the proposed fund would be reduced to $22 million.

22. One delegation requested clarification of the relationship between the "reserve fund" noted in the Executive Board document and the "capital asset fund" referred to in the interim UNICEF financial statements. The secretariat said that this confusion was semantic, since both terms referred to the same fund. In future, the term "capital asset fund" would be used in all documents.

23. One delegation asked whether this fund would make unnecessary a separate allocation in the UNICEF administrative budget for field office capital assets, and the secretariat replied that this was so.

24. One delegation stressed the importance of ensuring that the accounting for this fund would be very clear. The Board agreed that any use of the fund should have prior Board approval and that the secretariat should report periodically to the Executive Board on the sources and uses of the fund.

25. One delegation pointed out that his Government provided facilities to UNICEF free of charge and urged other Governments to consider adopting the same policy. (See chap. IV, decision 1990/26 for the recommendation of the Committee as adopted by the Executive Board.)

V. MOCK-UP OF REVISED FORMAT OF TABLES AND ANNEXES

26. The Committee considered the following:

(a) Mock-up of the revised format of certain tables and inclusion of new annexes in future UNICEF budget documents (E/ICEF/1990/AB/L.1);

(b) Report of the Advisory Committee on Administrative and Budgetary Questions on the revised format of certain tables and inclusion of new annexes in future UNICEF budget documents (E/ICEF/1990/AB/L.3).

27. One delegation said the new format would improve transparency in the budget document and would unify the presentation of information on the reclassification of international Professional core posts. The same delegation pointed out, however, that tables should be added to show the average level of posts by location and the breakdown of indirect operating costs. With those amendments, delegations supported the proposed format. The secretariat acknowledged the need for a more transparent document, but cautioned that the document should not be too bulky. The secretariat said that it would consult the Advisory Committee on the matter of including more detailed information and would endeavour to provide full details on post upgradings. (See chap. IV, decision 1990/27 for the recommendation of the Committee as adopted by the Executive Board.)

VI. AMENDMENT TO THE FINANCIAL REGULATION ON REVALUATION POLICY

28. Delegations noted with approval the proposed amendment to the UNICEF financial regulation regarding revaluation of contributions due to fluctuations in exchange rates (E/ICEF/1990/AB/L.13). They believed the effects of such revaluations should be reflected directly against each individual contribution in the interests of better accounting and transparency. The secretariat agreed with these comments. (See chap. IV, decision 1990/28 for the recommendation of the Committee as adopted by the Executive Board.)

VII. FINANCIAL PLAN, 1990-1993

29. Several delegations noted their agreement with the financial projections contained in the financial plan, as contained in the medium-term plan document (E/ICEF/1990/3 and Corr.1). It was felt that these forecasts were prudent and realistic and formed a good basis for the approval of future UNICEF programmes. Delegations also noted with approval the use of income projection ranges and agreed that it was prudent to use the lower projection as the basis for programme planning, while setting fund-raising targets from the higher projections.

30. Several delegations noted that the financial plan included the possibility of mandatory increases in the existing administrative budget for the period 1990-1991. One delegation requested a clearer explanation of the basis for these mandatory increases. The secretariat responded that the projected increases related to increases in staff entitlements within the United Nations common system and to the effects of exchange rate fluctuations, as well as to other increases of a mandatory nature. Actual increases in the 1990-1991 UNICEF administrative budget would be submitted for approval to the 1991 Executive Board as part of the budget process.

31. Several delegations noted that the projected staff increases were due to the growth in UNICEF programmes and operations. Several delegations also remarked that all proposed staff increases should be reviewed carefully. One delegation urged the secretariat to ensure that all indirect costs associated with increased levels of staffing were included in the budget estimates.

32. One delegation requested that a detailed analysis of funds requested for official travel be included in the next administrative budget.

33. Several delegations noted with satisfaction the actual and projected growth in UNICEF income. One delegation suggested that perhaps UNICEF growth has been too rapid, and based on the experience of other organizations, this could lead to the inefficient use of people and resources. The secretariat concurred with these remarks, but noted that the United Nations Board of Auditors had observed that due to the recent growth of UNICEF programme operations, additional staff support was necessary to ease excessive work-loads and service programmes effectively.

34. One delegation urged the secretariat to consider increasing the number of national professional officers recruited, and the secretariat replied that this suggestion would be acted upon within available resources.

35. With regard to liquidity, one delegation noted that UNICEF cash reserves were 125 per cent of the required level and urged UNICEF to maintain strict planning and control in spite of the excess resources. The secretariat assured the Committee that under the current financial plan, cash reserves would be brought within the policy level. One delegation said that this explained why general resources expenditures would exceed general resources income during the years 1992 and 1993.

36. Two delegations remarked that there was a need to reassess the criteria for allocating general resources programme funds. The secretariat noted these concerns, but explained that the criteria were established by the Executive Board based on the recommendation of the Programme Committee, and that these concerns should be raised in that Committee.

37. One delegation requested the secretariat to include allocations for safe motherhood as a separate line item in tables showing programme expenditures, and the secretariat agreed to review this suggestion. (See chap. IV, decision 1990/29 for the recommendation of the Committee as adopted by the Executive Board.)

VIII. UNICEF FINANCIAL REPORTS

38. The Committee considered the following:

(a) Financial report and statements for the biennium ended 31 December 1989 (E/ICEF/1990/AB/L.7);

(b) Review of expenditures in excess of commitments and unspent commitments for completed projects financed by supplementary funds (E/ICEF/1990/AB/L.10);

(c) Report to the United Nations Board of Auditors and the Advisory Committee on Administrative and Budgetary Questions regarding General Assembly resolution 44/183 (E/ICEF/1990/AB/L.14).

39. Two delegations noted the ratio of general resources to supplementary funds in total UNICEF income. One delegation urged all Governments to increase their contributions to general resources before increasing their contributions to supplementary funds.

40. One delegation noted with approval the paper outlining the overexpenditures on programmes, and pointed out that programme priorities may need to be reviewed since most of the overexpenditures were in countries where the needs were most urgent.

41. One delegation requested clarification of the methods used in determining UNICEF expenditures (obligations or disbursements). The secretariat replied that expenditures in the administrative budget were actual disbursements and a limited amount of obligated expenses, which were subject to strict management control and scrutiny. Programme expenditures were accounted for on the basis of actual disbursements. (See chap. IV, decision 1990/30 for the recommendation of the Committee as adopted by the Executive Board.)

IX. UNICEF STAFFING

42. The Committee reviewed document E/ICEF/1990/AB/L.2, which is presented annually to the Executive Board and this year listed for the first time both international Professional core staff and international Professional project staff.

43. Several delegations said that they found the document useful, and one delegation requested that in the future, it should include graphs and charts to indicate staffing trends in various UNICEF offices.

44. Two delegations raised questions about personnel policies in UNICEF relating to the criteria for promotion and upgradings, and said that the operating cost implications of promotions and upgradings should be reviewed by the Advisory Committee on Administrative and Budgetary Questions before submission to the Executive Board.

45. Some delegations expressed concern about increased staffing at headquarters locations and asked for more information on trends in the field. The secretariat responded that only 17 per cent of UNICEF staff were in the headquarters locations at Copenhagen, Geneva and New York.

46. Several delegations referred to the proposal in the medium-term plan to increase the number of core posts by 50, and indicated their belief that most of these posts should be in field offices. The secretariat was also urged to increase the proportion of National Professional staff. The secretariat pointed out that there are now 13 fewer core posts in headquarters than there were in 1984.

47. One delegation commended UNICEF on its success in raising the number of women in professional posts, and expressed the wish to see the organization maintain this trend until gender neutrality was achieved. (See chap. IV, decision 1990/31 for the recommendation of the Committee as adopted by the Executive Board.)

X. GREETING CARD OPERATION

48. The Committee considered the following:

(a) The Greeting Card Operation (GCO) financial report for the 1988-1989 season (E/ICEF/1990/AB/L.5);

(b) The GCO provisional report on the 1989 season (E/ICEF/1990/AB/L.4);

(c) The GCO 1990 work plan (E/ICEF/1990/AB/L.6).

49. This agenda item was introduced by the Director of GCO, who informed the Board

that the latest figures on the 1989 campaign indicated that volume, revenues and net profit would be even higher than those announced in the provisional report of the 1989 season. Over 150 million cards had been sold, and for the first time, gross proceeds had exceeded $100 million and the consolidated net profit had exceeded $60 million.

50. Several delegations noted that Mr. Ejgil Christensen would be leaving his post as Director of GCO after many years, and paid tribute to him for his significant contributions to the success of GCO.

51. Delegations congratulated the GCO staff, National Committees for UNICEF and other sales partners on the good results, which had made future projections obsolete. It was noted that the improvements in profitability had taken GCO very close to the 50 per cent net operating profit objective, a target that one delegation noted had been called unachievable in the past. Delegations agreed that if the 50 per cent objective were met, UNICEF would enhance its credibility with the public. One delegation hoped that the 50 per cent profit objective was not dependent on reducing the 25 per cent retention rate allowed to National Committees.

52. While all delegations endorsed the GCO work plan and proposed budget for 1990, they raised a number of issues. Some delegations said that GCO should be more closely integrated with UNICEF financial and administrative procedures. One delegation was of the opinion that the Advisory Committee on Administrative and Budgetary Questions should comment on the GCO budget, the Special Events and New Initiatives operating account and the creation of project posts. Other delegations said the existing special rules and regulations for GCO reporting should be maintained, since GCO held a unique position in the United Nations system and needed flexibility because of its entrepreneurial nature.

53. Questions were also raised about the new GCO mandate in the area of special events and new initiatives. Two delegations requested further information on the control procedures governing the special operating account. One delegation noted the lower cost/benefit ratio that applied to activities in the areas of private sector fund-raising and special events, and questioned the staff structure for this operation. Another delegation expressed support for the establishment of the Special Events and New Initiatives Unit within GCO, as well as for the creation of the special operating account. It was noted that this Unit had already assisted National Committees in planning for special events.

54. One delegation noted the substantially increased greeting card sales in her country and urged GCO to further diversify its design selection procedures and decentralize production in order to take advantage of the large markets and efficient production facilities in her country.

55. The new GCO responsible for exhibits and promotion was questioned by one delegation, and it was underlined that this new responsibility should not have financial implications for GCO.

56. GCO was commended on the clarity and transparency of its reporting to the Executive Board. However, one delegation requested more information on field office costs.

57. In responding to the Committee, the GCO Director explained that the special operating account for new initiatives was under the control of the Executive

Director and subject to review by the auditors and the Advisory Committee. Funds would be drawn only when the costs of an event were fully guaranteed by expected income.

58. The GCO Director stated that GCO had used the option of creating project posts rather than core posts in order to give it more flexibility in special programmes, such as the interregional sales development programme undertaken a few years ago. This had permitted GCO to phase out staff costs once a programme had been completed.

59. On the question of the 25 per cent retention by National Committees, the GCO Director reminded delegations that this was governed by the recognition agreements between UNICEF and National Committees. Every effort would be made to hold expenses of National Committees and field offices to the 25 per cent retention rates.

60. The GCO Director reported that participation in preparing UNICEF exhibits was not a new development and was a cost-effective way of handling this area since GCO had design and promotion expertise. The cost of each project was charged to the appropriate UNICEF division budget.

61. Addressing questions relating to the Special Events and New Initiatives Unit, the GCO Director explained that the decision to consolidate all special fund-raising events within GCO had been taken to ensure clarity, transparency and accountability. It had been decided that only one or two major international events should be undertaken per year and that each event should have a minimum potential of $1 million in net income. In addition, this new unit would also support National Committees as and when requested. The new posts that had been created to deal with this responsibility were appropriate to the task.

62. Turning to the issue of financial and administrative control, the Director assured delegations that existing controls established by the Executive Board were adequate. GCO currently participated in the activities of the Budget Preparation Review Committee and the Comptroller was represented on the Greeting Card Committee.

63. Assurances were given that GCO would continue to decentralize the design, selection and production of cards. A feasibility study was currently under way in India to examine these possibilities. GCO would continue to procure products on the basis of efficiency, economy and quality.

64. In closing, the GCO Director thanked all delegations for their valuable support over the years. He said that he was leaving the post with mixed feelings, and he commended the staff of GCO for their dedication and effectiveness. (See chap. IV, decisions 1990/32 and 1990/33 for the recommendations of the Committee as adopted by the Executive Board.)

XI. REVISED MODEL BASIC CO-OPERATION AGREEMENT

65. Some delegations said this document (E/ICEF/1990/L.16 and Corr.1) had important legal implications and they would need to discuss and review the text with the legal departments within their Governments before making any observations. They proposed that the document be discussed during the Executive Board meeting in 1991. One delegation noted that the new model Agreement emphasized the co-operative nature of the interaction between UNICEF and Governments. The secretariat underlined that the model Agreement would not bind

Governments to all its articles nor would approval by the Committee replace the bilateral negotiations that were undertaken before each Agreement was signed. The proposed model would only serve as a basis for such negotiations.

66. Some delegations stated that there was value in having uniform agreements, since some provisions of the model Agreement were of global interest, i.e. the question of intellectual property rights. It was suggested that the Executive Board give its approval by mail poll with a three month deadline. Several delegations maintained that this was such an important document that it should be discussed by the Executive Board in 1991. It was agreed that the Executive Board would authorize the secretariat to use the proposed new model Agreement as a basis for negotiations with countries where no agreement currently exists. It would not be used as a basis for renegotiating existing agreements until the Executive Board gave its approval in 1991. (See chap. IV, decision 1990/34 for the recommendation of the Committee as adopted by the Executive Board.)

XII. OTHER BUSINESS

67. One delegation thanked the international community for its assistance four years ago when a technological disaster had devastated the environment and brought tragedy to many thousands of people in his country. He appealed for United Nations co-operation to study the long-term effects of this disaster, particularly as they affected children.

XIII. STATEMENT BY THE CHAIRMAN OF THE UNICEF GLOBAL STAFF ASSOCIATION

68. The Chairman of the UNICEF GSA addressed the Committee on UNICEF staff concerns.

69. The Chairman of GSA noted the need to review the working conditions of all UNICEF staff, regardless of category. He observed that most of the concerns to which he referred in 1989 remained valid today. He specifically outlined the following issues:

(a) The need for continued staff participation in management decisions;

(b) The need for measures such as child-care facilities, flexible working hours and part-time work;

(c) Improvements in the conditions of ancillary staff;

(d) The need to humanize the application of administrative procedures;

(e) The need to reinforce attention to career development in UNICEF.

70. The GSA Chairman underlined the good relations and communications between GSA and UNICEF management, and expressed hope that the dialogue would lead to continued improvements in the living and working conditions of UNICEF staff, especially those working in hardship conditions around the world.
